



The Efforts Of Government To Increase Public Participation In Managing The Bengkulu City Panorama Market

Devy Marjoyo^{1*}, Abdul Juli Andi Gani², Irwan Noor³, Imam Hanafi⁴

^{1*,2,3,4}Administration Science, Brawijaya University, Malang, East Java, Indonesia

Email: Devymarjoyo03@Gmail.Com

Citation: Devy Marjoyo et al.(2024), The Efforts Of Government To Increase Public Participation In Managing The Bengkulu City Panorama Market, Educational Administration: Theory and Practice, 30(6), 487-494
Doi: 10.53555/kuey.v30i6.5229

ARTICLE INFO ABSTRACT

The role of the government and the role of all stakeholders is very important to help overcome the problems that occur and develop the supermarket into a people's market that is truly able to revive the economy. The purpose of this study is to analyze the efforts made by the government in increasing public participation in the management of the Panorama Market in Bengkulu City from a local governance perspective. This study uses a descriptive research type with a qualitative approach, which means that the data collected is not in the form of numbers but rather the data comes from interview scripts and field notes and other documents. In this study the author uses the Miles and Huberman interactive model, which consists of three types of analysis activities (data reduction, data presentation, and drawing conclusions). The results of this study are that there are several government efforts that have been made to encourage community and trader participation to be involved in market management, although it is recognized that they are still not optimal, including involving the community, conducting socialization and coaching and attending discussions. In general, the community and traders in the panorama market want the discussion activities to always be attended by government elements, both executive and legislative. The presence of the government, both legislative and executive, in the implementation of discussion activities is highly expected by the community.

Keywords: Government Efforts, Public Participation, Panorama Market Management, Local Governance Perspective

Introduction

Traditional markets in Indonesia must continue to be developed to support the community's economy. The role of the government and the role of all stakeholders is very important to help overcome the problems that occur and develop the main market into a traditional market that is truly able to revive the wheels of the economy. There are several problems that affect traditional markets, including the impact of the Covid-19 pandemic, including on traditional markets which have an impact on the wheels of the economy that have occurred among traditional market traders who have been confirmed in Indonesia since March 2, 2020. It is known that market players are strategic partners for BPR, as evidenced by more than 50% of BPR account holders being market players. So efforts to keep the market alive and growing are very important. In addition, of course we know that the important function of traditional markets apart from being an outlet for the products of the surrounding people, is also a very meaningful job opportunity for the community. Since the colonial era, the old order era, and the new order era, market activities and their traders have developed naturally. In the reform era, there was a change in the system to regional autonomy with all decisions regarding licensing almost one hundred percent being the authority of regional leaders. This has an impact on attention to market development and traditional traders are starting to be neglected so that many traditional markets have changed function to become malls and finally old traders are pushed aside (Malano, 2011)

The existing facts explain that the number of traditional markets in 2020 and 2019 did not increase significantly, the increase occurred by 620 units in 2020. The condition of traditional markets was significantly impacted in 2020 since the corona pandemic began in early 2020. This can be seen from the decline in people's

purchasing power and the weakening of trade transactions in traditional markets and modern retail. Until 2020, the number of traditional markets in Indonesia according to data from the Central Statistics Agency (BPS) reached 16,235 (88.39%), 1,484 supermarkets (8.08%), and shopping centers reached 649 units (3.53%). Traditional markets are still the most dominant classification at around 88.39 percent of the total number of markets and trade centers, namely 18,368 units (BPS, 2020). The rise of digitalization in buying and selling transactions as one of the breakthroughs in the New Normal era is considered a good step, but then a new problem arises, namely the definition of a people's market which is characterized by the concept of bargaining according to the explanation in Law Number 7 of 2014 concerning Trade Article 12 paragraph 1 letter a, of course it is a bit confusing when compared to the concept of e-commerce, namely the existence of a fixed price for goods to be sold unless a special bargaining platform is provided so that the essence of the characteristics of the people's market is not lost. Regarding the mention of people's markets which were previously called traditional markets, in Presidential Regulation No. 112 of 2007 Article 1 paragraph (1) the definition of a market is set as "an area for buying and selling goods with more than one seller, whether referred to as a shopping center, traditional market, shops, mall, plaza, trade center or other names", while paragraph (2) states that "Traditional Markets are markets built and managed by the Government, Regional Government, Private Sector, State-Owned Enterprises and Regional-Owned Enterprises including cooperation with the private sector with business premises in the form of shops, kiosks, stalls and tents owned/managed by small, medium, community-based or cooperative traders with small-scale businesses, small capital and with a process of buying and selling goods through bargaining". (Presidential Regulation No. 112 of 2007 concerning the Arrangement and Development of Distribution Facilities in the Trade Sector, Shopping Centers and Modern Stores).

In traditional markets, there are many interactions that are not found in modern markets such as supermarkets, malls and other modern shopping centers. In addition, traditional markets also have their own advantages and disadvantages. The advantages of traditional markets are that they have a large space, relatively cheap prices, and there are bargaining activities during the buying and selling process. This is very natural and has become a habit for people in traditional markets. The disadvantages of traditional markets are that the layout of the market is usually not neatly arranged, and there are no promotional activities. In addition to the advantages and benefits of traditional markets, there are various phenomena that occur in traditional markets. Traditional markets have a less than good impression in the eyes of some people. In Indonesia, there are still quite a few traditional markets that seem dirty and filthy. The issue of security is considered less able to provide a sense of security for both sellers and buyers. According to Gonzales and Waley (2013), a good market is a market that is managed by certain agencies/institutions, both government and private, so that supervision of implementation is more integrated. Traditional markets are not just markets to meet daily shopping needs, but can be extended as cultural tourism (Cook, 2008). The negative image of the people's market among Indonesian society is certainly a phenomenon and challenge that must be faced by various parties, especially the Indonesian government. The management parties involved in the management of the people's market are required to act in a revolutionary, innovative, creative, continuous and sustainable manner in order to achieve a degree of comfort. Furthermore, the degree of comfort that exists for consumers will certainly be the first step in achieving the standard of living of sellers who play a direct role in transactions in the people's market. Local governance requires the development of synergy between the state, business, and local communities, which is based on the capacity to build consensus, cooperate and accommodate each other based on a relationship of mutual equality in the process of organizing governance. As stated by Archer (in Soeaidy, 2009), good governance must be supported by three main components, namely the formation of a strong state, a competitive market, and an independent civil society. The three components, namely the state, the market and civil society, will always interact dialectically in society and if each component can work in accordance with the norms of liberal-democratic politics, good governance will be formed by it self.

The importance of participation lies in its function. The first function is as a means of self-education for the community regarding various public issues. In this function, community participation will not threaten political stability and should run at all levels of government. Another function of participation is as a means to display the balance of power between the community and the government so that the interests and knowledge of the community can be absorbed in the government agenda (Kenneth Lee and Anne Mills, 1982). However, the implementation of the decentralization policy to increase community participation in local government in Indonesia did not immediately achieve its goals because it faced various problems. The complexity of this problem is woven from the dominance of local elites, the weak political will of the government to guarantee participation, the weak strength of local community organizations, and the low awareness of the community in participating (Muluk, 2007). Good local governance not only provides various forms of local services, but also how to preserve the environment and guarantee freedom of residence, create space for public participation in democratic dialogue, support markets and sustainable local environmental development and facilitate outcomes (impacts) that improve the quality of life of the population (Shah, 2006). Graham explains that public participation in the concept of governance is very much needed in the process of organizing government, because participation is a basic service and an integral part of local governance. Some basic characteristics of public participation in local governance are: public participation involves citizens in the entire process of city elections; at a minimum level, public participation involves two-way interaction and communication followed by the potential to influence policy decisions and their outcomes; public participation involves individuals and

groups, both ad-hoc and permanent stakeholders; public participation is more of an art than a science because it is based on two realities, namely political reality and bureaucratic reality. (Muluk, 2007).

Bengkulu Province has 238 traditional markets, 3 shopping centers and 13 supermarkets spread across 10 regencies/cities, of which 3 regencies/cities already have shopping centers/supermarkets, namely North Bengkulu, Kepahiang and Bengkulu City. (BPS, 2020). Bengkulu City has 12 traditional markets spread across various sub-districts in Bengkulu City. Of the twelve traditional markets, Panorama Market is the only largest and most complete traditional market in Bengkulu City which is managed by the Bengkulu City Regional Government. Panorama Market is a traditional market located in the heart of Bengkulu City adjacent to modern shophouses. Until now (2024), this market has not lost its charm, both for traders who want to sell because it continues to grow and for visitors themselves. This is because of its strategic location and is the first place where agricultural products are brought down from other regencies in Bengkulu Province. The arrangement of traders in the Panorama Market area carried out by the Bengkulu City Government is carried out independently. In its implementation, the UPTD of Panorama Market gave a letter of assignment to community organizations trusted by the UPTD of Panorama Market in Bengkulu City. This effort seems to have been quite successful. This can be seen from the condition of Kedondong Street, Belimbing Street and its surroundings which are no longer congested due to traders still selling on the roadside. In fact, based on the researcher's monitoring, Kedondong Street is very quiet from Street Vendors (PKL) who sell carelessly. Many efforts have been made by the Bengkulu City Government so that the Panorama Market can look neat by regulating Street Vendors who have mushroomed outside the market area which has an impact on traffic congestion around the Panorama Market. One of the latest is involving community organizations to join in managing the unorganized market into an organized one. Based on the description above, the problems of participatory arrangement and management that occur in the Panorama People's Market in Bengkulu City are the basis for the need to know the participation process, especially what efforts the local government has made in building public participation in managing the Panorama Market in Bengkulu City from a local governance perspective.

Literature Review

Public Participation

Ensuring government accountability and transparency is a common motivation for public participation. Whose representation, power and authority are represented, how much influence they have (legitimately or not) and what tactics can be used to overcome exclusivity are the main concerns attached to the quality and legitimacy of the public participation process (Young in Christopher Ansell and Jacob Torfing, 2017). In relation to the process of community involvement in development, of course this community involvement is very important in the governance process. Regarding the importance of participation in the governance process as explained by Korten in Muluk that "how important participation is in various development processes so that development can be carried out to improve human dignity as stated in the basic idea of people-centered development" (Muluk, 2007) Eko (2003) explains that participation is a must in the governance process. This means that people have the freedom to express their opinions. Every citizen has the freedom to convey ideas related to public affairs without being vetoed by the state as in the New Order era. In addition, every citizen also has the opportunity to access or influence policies. Included in this is the community being given the authority to become a government partner to participate in controlling the government.

Various research on participation concludes that the dynamics and quality of the level of participation are influenced by several prerequisites, including: 1) political commitment from the government/political party that wins the election, 2) access to public information and documents, 3) legal framework to encourage institutionalization of citizen participation, 4) tradition of citizen organizations, 5) financial resources at the regional level and 6) participatory skills.

Local Governance

Conceptually, 'governance' is a general concept that encompasses a wide range of phenomena (Pierre and Peters; 2000). Although there are many different definitions; there is a more or less general understanding that the term local governance refers to something more or less polycentric, a system in which multiple actors are involved in the local public decision-making process (Stoker, 2000; Leach and Percy-Smith, 2001; Van Kersbergen and Benz, 2004). Three elements in this definition require further explanation. First, polycentrism or an approach to governance that embraces the doctrine of a plurality of independent centers of leadership, power or ideology refers to a constellation in which there is a single entity, but many relatively autonomous players in their fields: The relationships between actors in the local governance system are not characterized by a purely hierarchical relationship. Second, local governance is generally about the relationships between actors coming from different areas of political and socio-economic life. In the realm of governance, actors may come from different levels of government (e.g. supranational, national, regional, and local) or they may be functional bodies of organizations that have both public and private characteristics, organizations supported by the government and managed by the private sector. However, in general, governance networks also consist of non-governmental actors, ranging from the corporate sector, the private sector, or community associations. Third, there are various public decision-making mechanisms in local governance processes: in addition to traditional bureaucratic and political mechanisms such as hierarchy and (majority) voting, decisions can also

be based on competition or negotiation (Pierre and Peters, 2000; Leach and Percy-Smith, 2001; Benz, 2004). Pierre and Peters (2000) argue that "the role of government in governance is variable and not constant" and therefore depending on different paths of change both the prominence and nature of the role of government in governance will vary. The changes in local governance observed by John (2001) and Denters and Rose (2005) confirm this general observation. Deniers and Rose conclude that the three subnational political changes in the Western world above vary from country to country. However, this conclusion also requires some refinement.

Government Efforts to Encourage Participation

Government efforts to encourage participation also include how to empower the community. Empowerment is essentially preparing the community to be able and willing to actively participate in every development program and activity that aims to improve the quality of life of the community, both in terms of economic, social, physical and mental. (Theresia, 2014). The growth and development of community participation in the development process requires trust and opportunities given by the government to its community to be actively involved in the development process, (Theresia, 2014). Referring to Theresia's view, the role of the government in trying to increase community participation in market management is greatly needed. The efforts of the local government to provide a wider space for participation are also carried out by providing information openly in the official website of the Malang City Government. (Muluk; 2007). In general, the community will actively participate when they are moved by the government. The community is passive because in general they do not understand what they should do in the framework of the participation process. Kuntoro in his research on the role of the village government in increasing participation stated the role of KPMD at the development planning stage that "KPMD explores community ideas; facilitates village deliberation meetings. While at the development implementation stage in Sidomulyo Village, KPMD plays a role in providing input and technical guidance needed in the implementation of work in the field, starting from dropping materials to implementing work in the field; facilitating and encouraging the community in fulfilling their rights and obligations. Preservation stage, KPMD plays a role in facilitating village communities in submitting proposals and revolving loan repayment funds, finally raising community motivation in preserving and developing activity results (Kuntoro; 2003). Kuntoro further explained that the role of KPMD (Village community empowerment cadres) in facilitating village deliberation meetings, initially working together with the village to gather residents to hold meetings with deliberation (Kuntoro; 2003). In line with Kuntoro, Ilyas in his research on the efforts of formal and non-formal leaders in increasing community participation stated that the efforts of formal and informal leaders in increasing community participation for village development are carried out through a communication approach between the two. Formal and informal leaders invite the community to participate in development, both in planning, implementation, and maintenance and evaluation of development. In this context, the position of informal leaders is as participants, meaning that informal leaders will participate if they receive an invitation and opportunity from formal leaders. So the position of formal leaders in inviting the community to participate is relatively greater. (Ilyas, 2007).

Research methods

This study uses a descriptive research type with a qualitative approach, which means that the data collected is not in the form of numbers but rather the data comes from interview scripts and field notes and other documents. The type of qualitative research is a research method that is based on the philosophy of postpositivism by using natural research objects using key instruments, in taking research samples carried out by snowball and purposive, while for data collection using triangulation data collection, where in the analysis that has an inductive or qualitative nature and the results of the study prioritize the meaning of generalization (Sugiyono, 2013). The selection of this research approach is considered appropriate because it can provide a deeper and more comprehensive picture of the reality and social processes to be studied, which in this case is public participation in efforts to manage the panorama market in Bengkulu City. Research with qualitative research aims to explain the phenomenon as deeply as possible through data collection. Some assumptions in the qualitative approach are that researchers pay more attention to the process than the results. The use of qualitative research in the management of the panorama market in Bengkulu City is intended so that the author can get broader, more open data and can conduct a more in-depth analysis. Therefore, qualitative research data is not only in the form of the behavioral conditions studied, but also the conditions and situations of the surrounding environment. Researchers are also the main tool in collecting data and data analysis and researchers must go into the field to conduct observations in the field.

The subjects of this study are from the local government of Bengkulu City, namely the Industry and Trade Service of Bengkulu City and the Panorama Market UPTD of Bengkulu City as part of the management of the panorama market in Bengkulu City as well as the community and traders in the panorama market of Bengkulu City. The data sources referred to in this study are the subjects from which data can be obtained. The data sources used in this study are primary data sources and secondary data sources. Primary data is a data source that is directly provided by informants regarding the focus of the research while at the research location in the form of data from research informants and the results of direct observations by researchers in the field. Secondary data is a written data source used as supporting information in the primary analysis, namely written and online documents and related journals regarding public participation in market management, photos and

statistical data. Data analysis is an important stage in the research process, because data analysis is a stage for solving existing problems and for achieving the final goal of the research by making conclusions that can be told or explained to others. In this study, the author uses the interactive model of Miles and Huberman (1984) in Sugiyono (2013), which consists of three types of analysis activities (data reduction, data presentation, and drawing conclusions) and data collection itself is a cyclical and interactive process. In the interactive model of Miles and Huberman, there are four flows or stages of data analysis activities, namely data collection, data condensation, data presentation and drawing conclusions.

Research Results and Discussion

Engaging the Community

In an effort to increase community participation in market management in the panorama market, the Bengkulu city government is trying to involve the community and organizations related to the needs of market traders in market management planning. The involvement of organizations in market management planning in the panorama market is very useful but not optimal because not all traders are accommodated because the solidarity of traders in the trader organization itself is not compact so that discussion activities that are often held by the city government in this case represented by the Bengkulu City Industry and Trade Service as an extension of the Bengkulu city government seem less than optimal. In fact, local organizations not only allow the community to participate but local organizations will also facilitate the mobilization process. Therefore, local organizations need to be encouraged to strengthen participation. Talbot explained that "Local development organizations have enabled communities to achieve collectively what they could not achieve individually" (Talbot in Schneider.1995). Referring to the view expressed by Talbot above, it clearly reveals how local organizations play an important role in planning market management development. The same thing was also stated by Bryant and White that "Organizations are very important in facilitating effective participation and the success of the project in general" (Bryant and White, 1982). What was stated by Bryant and White above further clarifies the importance of organizations in increasing community participation in market management planning. Community involvement in market management allows communities to express the desired market management. Thus, the government can design market management policies that are in favor of the community.

Community involvement in market management will empower the community. Community involvement in market management will also change the community's perspective. If so far the community views themselves as powerless, then through involvement in market management the community will feel appreciated. Community involvement, especially from Panorama Market traders in market management, will empower them so that they can not only formulate appropriate market management for their Panorama Market but can also change and improve the quality of life of traders. In the view of the community development model put forward by Bryant and White, it is emphasized that the community development model is a concept used to help people to help themselves. For more details, Bryant explained that:

"The goal of community development movements and methods is to help communities help themselves improve their living conditions, both materially and non-materially, because the assumption is that in the long term, that is where the safety of society lies." (Bryant and White: 1982)

Referring to the concept put forward by Bryant and White, community involvement in market management can actually improve the condition of society, both materially and non-materially. Material and non-material improvements will actually also have an impact on increasing community participation in market management. Communities will tend to be involved in market management when they benefit from their participation.

Whether or not community participation in market management develops is largely determined by the government. The role of government in building community participation in market management will greatly affect the quality of market management carried out by the government. This is because community involvement in market management will be able to make communities independent in decision-making efforts, implementing activities, monitoring and evaluating, and utilizing the results of development on market management that is being implemented. In order for management carried out by the community to be more effective, the government should strive to increase community participation in market management. To build community participation, of course, the government cannot only rely on the government's own capabilities without making efforts that can ease the burden on the government. The most important effort in building community participation in market management is to involve various parties, both the community, NGOs, and so on. The more people involved, the better the community participation will be and the decisions made in discussion activities will also be better and of better quality. Regarding the failure to realize community input in market management, many complaints have been made by the community. Increasing capacity so that the community is empowered can be done through education and training, in addition including access to development resources so that they are not monopolized by a group of powerful community members, but provide equal opportunities to every capable community member, providing opportunities for the birth of a community based on merit and professionalism. Community involvement in market management will indirectly improve better governance. This is as research conducted by Mohammadi concluded that effective citizen participation in local government and involvement in civil activities play an important role in improving the quality of local government governance. Community involvement is considered a tool for local government

and the basis for community empowerment, which involves citizens in local affairs. In addition, participation in local government is very important for governance as it strengthens the relationship between citizens and local government and provides space for their partnership. (Mohammadi, Norazizan and Shahvandi;2011).

Conducting Socialization and Coaching

Lack of public understanding regarding public participation in market management is one of the reasons for the lack of socialization. The Bengkulu City Government must socialize the importance of public participation in market management. Most of the people and traders in the Panorama Market still do not understand the meaning of being present and participating in discussion activities. The level of understanding of the people and traders in the Panorama Market regarding discussion activities is still very low. Socialization is an important thing that must be done by the Bengkulu City Government. By conducting socialization, the community will understand the important meaning of market management. For areas such as the Panorama Market with traders who have a low level of understanding regarding discussion activities, of course, implementing socialization is important. As an autonomous region, of course, the community and traders in the Panorama Market still have a low understanding of discussion activities. The lack of public understanding regarding this has made the government strive to increase the level of public participation in market management. One of the efforts made by the Bengkulu City Government is to conduct socialization to the community regarding the many discussion spaces or paths that can be accessed by the community and traders in the Panorama Market. It can be done through the official website of the Bengkulu City Industry and Trade Service, a special service for receiving reports at the Bengkulu City Industry and Trade Service if the problem is not resolved at the Market UPTD level.

Bryan and White explained that "The community is more likely to participate when the benefits are obtained directly (Bryant and White: 1982), Referring to the view put forward by Bryant and White, the community's understanding of the benefits of their participation in discussion activities ultimately leads to increased community participation in market management. Community participation will increase if they increasingly feel the interests or benefits, plans, ideas or development activities that are encouraged for individuals, families, communities and the nation.

Referring to what was put forward by Seda above, we can clearly understand that increasing community participation is closely related to the level of community understanding of the benefits of discussion activities. Not understanding the meaning of discussion activities will make people stay away from every market management activity because they do not understand the benefits they will get from their involvement in market management. Through the socialization forum carried out by the Bengkulu city government, it is hoped that it will be able to provide an understanding to the community regarding the benefits of participation. By understanding the benefits of participation, this will be able to increase community participation in market management at the Panorama Market in Bengkulu City.

By carrying out socialization, of course, the community will experience an increase in understanding of discussion activities. The more the community understands the meaning of discussion activities, the better the discussion activities will be. In the context of socialization, the socialization carried out is considered very important because with the implementation of socialization, the community can understand participation. The socialization activities carried out are considered very important because with the socialization that takes place well, it will provide convenience and understanding to the entire community and traders regarding the plans and objectives of the program, so that the steps for implementing the program can be carried out in accordance with the implementation guidelines. It must be admitted that the lack of understanding of the community regarding discussion activities so far has made discussion activities not run according to the basic nature of discussion activities. Discussion activities should be a forum for policy makers to meet to discuss development issues, but are considered unimportant by the community because the community does not understand the meaning of discussion activities. Research conducted by Sheehu, Dollani and Gjuta revealed that public interest in participating will be low when the community does not have an understanding of the benefits of the participation that will be carried out (Shehu, Dollani Gjuta, 2013). Referring to the research conducted by Shehu et al. above, the government should have carried out socialization to provide an understanding to the community regarding community participation in market management.

Present at discussion activities

The presence of the government in discussion activities is highly expected by the community. The presence of the government in discussion activities makes the community enthusiastic in providing their ideas regarding market management. The community is very happy when their proposals regarding market management in the Panorama Market in Bengkulu City are listened to directly by the government. This is very different when the discussion is not attended by the government. Usually the community is a bit disappointed when the government is not present in the discussion activities.

The presence of the government in the implementation of discussion activities is highly expected by the community in one of the print media, the community complained about the absence of legislative members in the implementation of discussion activities. The absence of legislative members in discussion activities will trigger apathy in the community towards the implementation of the discussion. The presence of government officials in discussion activities is indeed highly desired by the community. The community really hopes that

their proposals must be listened to directly by the government. When community proposals are not delivered directly or listened to directly by the government, the community is not very optimistic that their proposals will be considered. Therefore, the community and traders in the Panorama Market feel that the presence of the government in discussion activities is highly expected by the community.

It is undeniable that the presence of the government in the implementation of discussion activities is a motivation in itself for the community. The public's enthusiasm is very high for discussion activities when those present at the activity are represented, both from the legislative and executive branches. The presence of the legislative and executive branches can directly hear the public's complaints. The public will be enthusiastic about expressing their desires because they feel that those present at the discussion activities are policy makers who have the authority to realize or fight for what they want. The direct presence of the government in discussion activities will also provide satisfaction to the public because they can directly hear the main ideas related to market management in their area. In addition, the government can also directly respond to every complaint from the public regarding market management in the Panorama Market in Bengkulu City.

The presence of the government in the discussion activities will also be a place for the community to confide in both decision making, implementation of activities, monitoring and evaluation and utilization of development results in the management of the Panorama Market in Bengkulu City. The presence of the government makes the community feel satisfied because the community will hear direct explanations from the government regarding the programs planned in the discussion activities. In general, the community and traders in the Panorama Market want the discussion activities to always be attended by government elements, both executive and legislative. The presence of the government, both legislative and executive, in the implementation of discussion activities is highly expected by the community. The community feels motivated to participate in market management if the government is present in the discussion activities, the presence of the government can provide confidence to the community that the government is serious and pays attention to the needs of the community. In addition, the presence of the government is also a guarantee for the community that their ideas will be fulfilled by the government because the government can listen directly to their complaints.

Conclusion

There are several government efforts that have been made to encourage community and trader participation to be involved in market management, although it is acknowledged that it is still not optimal, including involving the community, conducting socialization and coaching, and attending discussions. The presence of the government makes the community feel satisfied because the community will hear directly the government's explanations regarding the programs planned in the discussion activities. In general, the community and traders in the Panorama market want the discussion activities to always be attended by government elements, both executive and legislative. The presence of the government, both legislative and executive, in the implementation of discussion activities is highly expected by the community. The community feels motivated to participate in market management if the government is present in the discussion activities, the presence of the government can provide confidence to the community that the government is serious and pays attention to the needs of the community. In addition, the presence of the government is also a guarantee for the community that their ideas will be fulfilled by the government because the government can listen directly to their complaints. Thus, in the perspective of local governance, it can be seen that the government's efforts to encourage community participation have been carried out, although they need to be maximized. The role of the government is highly expected by the community, both in conducting socialization, coaching, and direct discussions with the community.

References

1. Malano. (2011). *Selamatkan Pasar Tradisional*. Jakarta: Gramedia Pustaka Utama.
2. Direktori Pasar dan Pusat Perdagangan. (2020). Jakarta: BPS
3. Sara Gonzales and Paul Waley. (2012). *Traditional Retail Markets: The New Gentrification Frontier?*.
4. Muluk, Khairul M.R. (2007). *Menggugat Partisipasi Publik Dalam Pemerintahan Daerah*. Surabaya. ITS Press
5. Eko, Sutoro. (2003). *Ekonomi Politik Pembaharuan Desa* Makalah Disajikan dalam pertemuan forum VII, "Refleksi Arah dan Gerakan Partisipasi dan Pembaharuan Masyarakat Desa di Indonesia", yang digelar Forum Pengembangan Partisipasi Masyarakat (FPPM), Ngawi. Jawa Timur. 15-18 Juni 2003.
6. Pierre, J and Peters, B.G. (2000). *Governance, Politics and The State*. Houndmills: Macmillan.
7. Stoker, G. (2000). *The New Politics of British Local Governance*. Houndmills: Macmillan: pp. 1-9.
8. Leach, R. And Percy Smith, J. (2001). *Local Governance in Britain*. Houndmills. Palgrave.
9. Kersbergen, K.v. and Warden, F.v. (2001). *Shifts in Governance: Problems Of Legitimacy and Accountability*. The Hague: MAGW Social Science Research Council.
10. Benz, A. (2004). *Governance*. Weisbaden. VS Verlag.
11. John, P. (2001). *Local Governance in Western Europe*. London: Sage.
12. Denters, B. and Rose, L. E. . (2005). *Towards Local Governance?*. Houndmills: Palgrave.

13. Theresia, Aprillia, dkk. (2014). *Pembangunan Berbasis Masyarakat. Acuan bagi Praktisi, Akademisi, dan Pemerhati Pengembangan Masyarakat*. Bandung: Alfabeta.
14. Sugiyono. (2013). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
15. Bryant, Coralie and White, Louise G. (1982). *Managing Developmnet In The Third World*. Westview Press. Colorado.
16. Shehu, Majlinda (Gjana). Dollani, Petrit and Gjuta, Doriana. (2013). *Citizen Participation and Local Good Governance; Case Study – Kukes Region*. Albanian j. Agric. Sci. 2013;12 (4): 675-684
17. Mohammadi, Seyed Hamid. Norazizan, Sharifa. And Shahvandi, Ali Reza. (2011). *Civic Engagement, Citizen Participation and Quality of Governance in Iran*. J Hum Ecol, 36(3): 211-216
18. Schneider. B. (1995). *Empowering Sevice Employess*, Sloan. Management Review, Vol. 36. Hlm 73-84.
19. Miles, M.B & Huberman A.M. (1984). *Analisis Data Kualitatif*. Terjemahan oleh. Tjetjep Rohendi Rohidi. 1992. Jakarta : Universitas Indonesia.
20. Lampe, Ilyas. (2010). *Konsep dan Aplikasi Public Relation Politik Pada Kontestasi Politik di Era Demokrasi (Pemilihan Lansung)*. Vol.2 No.2
21. Kuntoro. Fira. (2013). *Peran Kpmd dalam Meningkatkan Partisipasi Masyarakat Membangun Desa Sidumulyo Kecamatan Jekulo Kudus*. Jurusan Politik dan Kewarganegaraan Fakultas Ilmu Sosial Universitas Negeri Semarang, Indonesia
22. Ansell, Christopher & Torfing, Jacob. (2017). *Introduction: Theories of governance*. UK & USA: Edward Egar Publishing
23. Shah, A. (2007). *Participatory Budgeting Public Sector Governance and Accountability series*, World Bank; Washington, D.C.
24. Kenneth Lee and Anne Mills. (1982). *Policy making and planning in the health sector*. London: Croom Helm.
25. Holey, E., Cook, E. 2008. *Evidence-based Therapeutic Massage*. Second Edition. London: Churchill Livingstone.