Traditional market sustainability in the perspective of market managers: A study at the Slipi Market Jakarta

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Abstract. Traditional markets are often evaluated based on consumer judgment. Consumers are considered as determinants of the sustainability of traditional markets from the purchasing side. Even though the managers have their view of the sustainability of their business facilities. Managers have an essential role in good traditional market management. Besides, there are not many studies exploring traditional markets from the managers' perspective. Therefore, it is necessary to study the sustainability of traditional markets based on the managers' perspective. This study used a descriptive qualitative method with in-depth interviews that assessed three aspects: environmental, economic, and social. Interviews were conducted with managers at the Slipi Market, Jakarta. The results show that environmental factors support traditional markets' sustainability as a priority, namely the provision of building infrastructure and waste management, followed by economic factors and social factors. Traditional markets will not be lost by the rapid growth in the number of modern shopping centers because traditional markets are the driving force of the people's economy.

1. Introduction
The number of traditional markets in Indonesia still dominates among several shopping places. Based on data from the Central Statistics Agency in 2018, the percentage of traditional markets is 89% (Figure 1) [1]. This means that the number of traditional markets in Indonesia still dominates compared to the number of modern shopping centers. Traditional markets provide 35% of foodstuffs, 26% of textiles, and a different percentage of other commodities, such as electronics, household appliances, and stationery. Food and non-food needs consumed by the community will go through the distribution chain [2]. The determinants of sustainability are production, distribution, and consumption [3]. The sustainability of agricultural, livestock, fishery production certainly requires good distribution chains [4]. Therefore, it is essential to pay attention to the fact that a market is an important place, not only as a place of sale and purchase but also as a role holder in meeting human needs.

The common problem with traditional market conditions is that it is smelly, shabby, and dirty. This contradicts a modern shopping center's condition, which looks cleaner and more comfortable [5]. One thing that makes it convenient for consumers to shop is a pleasant aroma and music [6]. This may not be found when consumers come to traditional markets. The presentation of merchandise that is still classified as ordinary and has not been arranged attractively. Though product packaging can affect consumer purchasing power [7]. Availability of goods, affordability of prices and quality of goods...
affect customer satisfaction [8]. The quality of goods in question is safe from dangerous and toxic foodstuffs, such as formaldehyde and free from bacteria. However, there are still sellers who use formaldehyde in the merchandise they sell [9]. In terms of building safety, some traditional Jakarta markets lack fire detection tools, not yet providing a gathering point after an evacuation, and sellers' knowledge of fire evacuation facilities is low [10]. Several problems in traditional markets make this seem complicated. Therefore, this study aims to review traditional markets from environmental, economic, and social aspects from the managers' perspective. These three aspects will be assessed for sustainability [3].

Meanwhile, based on the Regulation of the Ministry of Trade of the Republic of Indonesia Number 37 of 2017 that in order to meet consumer needs, traditional markets are guided by the Indonesian National Standard number 8152 the year 2015, usually referred to as SNI 8152: 2015. The regulation consists of general, technical, management requirements [11]. There are 153 traditional markets in Jakarta managed by the Pasar Jaya Regional Public Company. Only 17 markets have met the Indonesian National Standard as shown in Figure 2 [12]. Besides, the Ministry of Health of the Republic of Indonesia has a Healthy Market Program based on Regulation Number 519 of 2008. In Jakarta, there are only five markets that have piloted Healthy Markets [13]. The policies implemented involve the coordination of several parties in the government [14].

The traditional market's existence is essential in the economic function as a trade wheel for farmers and small scale sellers. Good quality and fresh food ingredients guarantee goods' availability because they are produced directly from farmers [15]. Not only as a place to buy and sell, but it also turns out that traditional markets have a social function, namely a place for sellers and consumers to interact regularly as loyal customers [16]. A study conducted on marketing and consumer loyalty shows that the "People" factor is very influential in buying and selling in traditional markets. The factor of friendliness and honesty of sellers binds consumers to come back to buy [17]. Market management in environmental factors will affect product hygiene, environmental cleanliness, and convenience for sellers and consumers [18]. The use of environmentally friendly shopping bags has begun to be introduced to both sellers and consumers alike. What supports this program's success is not only awareness and social pressures but also a campaign to use environmentally friendly shopping bags so that all parties are informed and motivated by this movement [19] [20]. Currently, traditional markets must have a business strategy in managing them amid competition with modern shopping centers [21].

![Figure 1. Percentage of Market in Indonesia [1]](image1.png)

![Figure 2. The Number of Traditional Markets in Jakarta Based on SNI 8152: 2015 [12]](image2.png)
This study aims to assess several indicators mentioned from SNI: 8152 and the Healthy Market program, which can be implemented in traditional markets in Jakarta that have not been standardized. The aspects assessed are divided into three parts, namely, environmental, economic, and social. These factors will be discussed for the sustainability of traditional markets with modern shopping centers in Jakarta. Furthermore, this assessment can be used as a guide on which aspects should be a priority for traditional market managers.

2. Method
The method used in this research is qualitative to find out "how" and "why"[22]. Data collection was carried out by in-depth interviews with the manager of the Slipi traditional market, Jakarta. The interview is the primary tool in qualitative research in determining participants' perceptions in discussing the main problem of a study [23]. Interviews were conducted in a structured manner based on interview guidelines so that informants would answer based on the variables assessed as factors causing problems in the study [24]. Interviews were conducted by reviewing the management's assessment of the SNI 8152: 2015 guidelines and the Healthy Market program, linked to market revitalization.

Table 1. In-depth Interview Guidelines.

| Factors     | Components                                                                 |
|-------------|-----------------------------------------------------------------------------|
| Environment | Building design, hygiene, and health, security, waste management, transportation |
| Economy     | Professional management, empowerment of business actors, standard operating procedures, control of merchandise, smart consumer programs |
| Social      | Open space, promotion of food products and local arts, cultural arts activities, merchant associations |

3. Results and discussion
Based on interviews, market managers have known the guidelines in SNI 8145: 2015 and guidelines in Healthy Markets. Slipi Market is a traditional market that has been built since 30 years ago, namely in 1990, and has never been renovated. The condition of the Slipi Market building can be seen in Figure 3, where the building looks like an old building and needs some repairs in its layout. Slipi Market, which is part of the Jakarta Provincial Government in its management, collaborates with agencies that supervise market activities. Even though it does not include the SNI 8145: 2015 stock market and does not include the Healthy Market program, the management tries to carry out management activities that lead to the guidelines.

3.1. Environmental factors
In terms of building design, Slipi Market is considered quite right because the market development related to renovations, installation repairs is financed by the Jakarta Provincial Government and is limited by a usage rights period of 20 years for sellers selling there. Traditional markets are different from modern shopping centers, which are different in terms of facilities and are influenced by infrastructure development. Market cleaning is carried out every day by five officers cleaners in charge of cleaning four floors. Of course, seen from the number of cleaners with available resources, this number is not sufficient. However, the existence of a schedule setting and reporting system before and after the cleaning process is part of the control. This reduces the notion that traditional markets are attached to smells, as mentioned in a previous study [5]. Although there is no unpleasant smell, the market atmosphere is rather dark due to the lack of lighting. There are 753 units of rental shops, but only 443 units are actively used for business. This means that 42% of the empty units are left by sellers who previously rented the units. The manager said that Slipi Market was once the market with the most visitors. However, because the road access to the market has changed due to the construction
of elevated roads and the closure of several main roads, consumers have switched to shopping to other markets with easy-to-access road routes. Security is guarded by three security guards on duty to tour the building because the Slipi Market has not been facilitated by CCTV.

Waste management is regularly transported within 24 hours, but there is no organic and inorganic waste segregation. Currently, Slipi Market is starting to reduce shopping plastics, so it is urged for sellers to provide environmentally friendly shopping bags or suggest consumers bring their shopping baskets from home. This is carried out following the Regulation of the Governor of Jakarta Province number 142 of 2019 concerning the obligation to use environmentally friendly shopping bags in shopping centers, convenience stores, and traditional markets. However, as Erkan's study, it is challenging to implement it because it requires high environmental awareness and social pressure, which forces all parties to do so. The reduction in the use of plastic shopping bags requires habituation from consumers and sellers [19]. The management has also carried out a campaign to use environmentally friendly shopping bags through announcement letters to sellers and appeals to consumers. A massive campaign can support the running of this program [20]. In Figure 4, there is a temporary garbage disposal site which is located behind the market building. The cleaning service only sorts of plastic bottles that can be sold, while another inorganic waste is not sorted. Every day around six cubic meters of garbage is transported, which is done at 2 pm. The management has made every effort to manage cleanliness due to ensuring consumers comfortable shopping [18]. Wastewater installation facilities have been provided to channel market wastewater directly into sewers outside the market environment.

The isolation room is provided as a place for handling sellers and consumers who have health complaints. The lactation room is not yet available there. However, the management has collaborated with the Palmerah Subdistrict Health Center to carry out periodic health checks for sellers from a health aspect. The limited area for loading goods and parking areas can be a consideration for building renovations. Six light fire extinguishers are provided, but no evacuation routes have been provided in a fire. It has been mentioned in previous studies that the supply of fire extinguishers still lacks in traditional markets in Jakarta [10].

Based on environmental factors in the Slipi Market, it was found that many facilities need to be repaired. The management hopes that the Pasar Jaya Jakarta Regional Public Company (Perumda Pasar Jaya Jakarta) can improve the facilities even though the consideration is related to the budget.
provided by the regional government. Traditional markets must be supported by providing a good building with facilities that are no less good than a modern shopping center. A large number of unused shop units can be a consideration for simplifying the building's shape if a total renovation is carried out.

3.2. Economic factors

Traditional markets as a driving force for the people's economy are fundamental to note from a business funding perspective. The cooperative's role as a partner for managing the Slipi Market can become an institution for increasing capital. The professionalism of managers is regulated by the existence of primary duties and Standard Operating Procedures. The communication factors from the managerial leadership make teamwork right. The empowerment of sellers is in a suitable category especially in clothing and vegetable products, which aim to attract consumer buying interest [7]. The quality of food products is always maintained because sellers buy from the Kramat Jati Main Market, which is the largest distributor market for food products distributed from farmers. This product's freshness is a mainstay of sellers maintaining consumer confidence following a study conducted by Bubinas [15]. Foodstuff supervision is carried out by the Food Security, Maritime Affairs and Fisheries Service for dangerous foodstuffs; however, the management also carries out independent checks on market sellers.

The managers initiate one of the smart consumer programs by providing online shopping that can be accessed on the pasarjaya.co.id website. This makes it easier for consumers who are constrained by time. This way of shopping online is a business strategy to increase sales and get a positive response from merchants. In a study conducted by Setyo, traditional market management should read opportunities in business competition with modern shopping centers [21]. Innovations made in traditional market management from face-to-face shopping systems to modern shopping systems follow technological developments and consumer desires.

The management has tried to manage the market well. The transparency of levies using payments through bank accounts is much different from the previous system, namely payment by cash. However, it is necessary to develop the traders' entrepreneurial spirit, the majority of whom have traded in the Slipi Market for about 15 years and continue the business by their children. An entrepreneurial spirit can develop sales ideas that are more attractive to consumers, making trade layouts more attractive and packaging specific products. The manager considers the sellers to be colleagues so kinship can make it easier for the manager to apply the discipline and rules applied to sellers.

3.3. Social factors

The relationship between sellers and buyers who have interacted for years keeps social life in traditional markets alive. As explained by Arianty, the interactions that exist in traditional markets are related to buying and selling and emotional interactions established from good communication relationships and even loyal customers can be passed down from parents who were previously close to sellers in traditional markets [16]. The provision of open space at the Slipi Market is not explicitly provided, but the manager uses the space that is not used as a meeting room and sports activities. The religious activity is carried out in the afternoon which is held once a week. Night culinary serves hawker food until 11 at night. This has become a market attraction as a place for community social interaction. Cultural arts activities have never been carried out at the Slipi Market. However, it is hoped that a modern food place will be provided where visitors can buy food while enjoying the musical entertainment.

The promotion of local products and regional arts has never been carried out at the Slipi Market. It is very different when visiting modern shopping centers. The management often makes cultural
attractions such as regional art dances and lion dance performances, especially at Chinese New Year. These shows can attract consumers because they look attractive. This can be held in traditional markets with a more superficial performance but can entertain the consumers who come. This cultural arts activity can involve the Jakarta Provincial Tourism Office. Many regional arts can be performed, such as the Betawi Ondel-ondel puppet, the Lenong Betawi drama or the Gambang Kromong music group. Traditional markets can be a form of nostalgia in some other areas with the appeal of local hawker food. It can be promoted in existing traditional markets, namely by promoting traditional cakes and other specialties, such as Dodol Betawi, Lopis, and Soto Betawi. The management of the Slipi Market admits that this cultural arts promotion has never been carried out.

The management has not well organized the Slipi Market sellers association due to limited meeting rooms. However, the manager often carries out periodic inspections to maintain good communication between the managers and the sellers. Social factors are the last factor considered a priority by the Slipi Market manager or indeed these social factors are considered less important in supporting market economic activities.

All activities carried out by the market manager have coordinated well with the offices in the Province of Jakarta. However, this coordination did not ultimately involve all parties. It has been proven that the obstacle in policy implementation is coordination [14]. It is a challenge for the Pasar Jaya Regional Public Company to involve all parties developing a better traditional market.

4. Conclusion
Based on the results and discussion above, market managers stated that the most critical factor in traditional market management is environmental factors related to infrastructure provision. The right environment can provide convenience for traders and attract consumers. Although Slipi Market does not include in market categorization with the SNI 8152: 2015 standard or Healthy Market program, there are strong efforts from Slipi Market managers to create a comfortable and healthy environment for sellers and consumers. To assess environmental factors in reasonably good categories, market managers are optimistic that traditional markets will continue to exist despite many modern shopping centers. This is because traditional markets act as suppliers of goods for the wider community and the majority of the population chooses fresh food products in traditional markets. Consumer segmentation is considered not to affect the wheels of the economy in traditional markets. Another factor that is no less important to build is social togetherness between managers and sellers, built on good communication and a sense of joint ownership.

By looking back at the study results at the Slipi Market, Jakarta, the management here plays a role in optimizing the facilities provided by the Jakarta Provincial Government. Matters related to building renovations and business development in traditional markets are highly dependent on the Pasar Jaya Jakarta Regional Public Company's policies. Standardization of environmental, social and economic factors as stated in SNI 8152: 2015 is only a dream that can be realized in a long time. A strong desire and spirit of togetherness in building the people's economy are manifested in all regional government agencies' coordination.

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