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The Strategy Of The Merauke Regency Government In Managing Wamanggu Market

Hubertus B M Letsoin[1], Fitriani [2], Nur Jalal [3]
[1] The Govenrment of South Papua Province, South Papua Province - Indonesia
[2] Public Administration, Universitas Musamus, South Papua Province - Indonesia
[3] Public Administration, Universitas Musamus, South Papua Province - Indoensia
Email: fitriani310878@gmail.com

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Abstract
This study aims to analyse the strategy of the Merauke Regency Government in managing Wamanggu Market and to identify the factors influencing its implementation. The research employed a qualitative descriptive approach, with data collected through interviews, observations, and documentation. The informants included the Head of the Department of Industry, Trade, Cooperatives and Small and Medium Enterprises (SMEs) of Merauke Regency, the Head of the Trade Division, the Head of the Wamanggu Market Technical Implementation Unit (UPTD), the Chairperson of HIPPAM, market traders, and consumers. Data were analysed using data reduction, data presentation, and conclusion drawing techniques. The findings indicate that the management strategy of Wamanggu Market is implemented through four main aspects: trader registration, trader regulation and enforcement, market management evaluation, and the enforcement of trader discipline. However, the implementation of these strategies has not yet been fully effective. Trader registration continues to rely on outdated data, resulting in discrepancies between administrative records and actual field conditions. Regulatory measures have not been entirely successful, as some traders continue to operate outside the designated market area and kiosk allocation does not always comply with established zoning arrangements. Market management evaluations are conducted regularly; however, follow-up actions have not been sufficient to resolve existing problems significantly. Furthermore, the enforcement of trader discipline remains constrained by low levels of compliance among traders and the inconsistent application of regulations.The study also reveals that market management strategies are influenced by internal factors, including limitations in human resources, infrastructure, budget availability, and inter-agency coordination, as well as external factors such as regulatory frameworks, trader participation, environmental conditions, market dynamics, and consumer behaviour. Therefore, improvements in human resource capacity, stronger institutional coordination, enhanced infrastructure, and the development of adaptive management strategies are necessary to achieve more effective and sustainable management of Wamanggu Market.
Keywords: *local government strategy, market management, traditional market.*

INTRODUCTION

Traditional markets play a crucial role in supporting local economic development, generating employment opportunities, and facilitating the distribution of goods and services within communities. In Indonesia, traditional markets function not only as centres of economic exchange but also as social institutions that strengthen interactions between traders and consumers. As strategic public assets, traditional markets contribute significantly to regional economic growth and local government revenue. Consequently, effective market management has become an important responsibility of local governments within the framework of regional autonomy.

The implementation of decentralisation through regional autonomy has provided local governments with greater authority to manage public services and local economic resources. According to Law Number 23 of 2014 concerning Regional Government, local governments are responsible for administering governmental affairs and providing public services to improve community welfare. Within this context, traditional market management represents an essential public function because markets directly influence economic activities, community livelihoods, and regional competitiveness.

From a public administration perspective, market management requires the application of strategic management principles. Strategic management refers to a comprehensive process involving planning, implementation, and evaluation designed to achieve organisational objectives effectively and efficiently. Maria Angela and Widjaja (2022) explain that strategic management is closely associated with the formulation of strategic plans and policies that guide organisations in achieving both short-term and long-term goals. Similarly, David (2017) argues that strategy serves as a means of achieving organisational objectives through the effective allocation of resources and adaptation to environmental changes. Therefore, the success of market management depends largely on the ability of local governments to formulate and implement appropriate strategies in response to internal and external challenges.

Several scholars have emphasised the importance of government strategy in public sector management. Kotten categorises government strategy into four dimensions: organisational strategy, programme strategy, resource support strategy, and institutional strategy. These dimensions highlight the importance of aligning organisational goals, programme implementation, resource utilisation, and institutional capacity to achieve policy objectives. Furthermore, Indarwati identifies several indicators of effective government strategy, including clear objectives and targets, environmental adaptability, organisational capabilities, competent decision-makers, and effective communication. These indicators provide a useful framework for assessing the effectiveness of local government strategies in managing public facilities such as traditional markets.

Traditional markets themselves possess unique characteristics that distinguish them from modern retail establishments. According to the Ministry of Trade Regulation No. 70/MDAG/PER/12/2013, traditional markets are facilities established and managed by government institutions, local governments, private entities, state-owned enterprises, or regional-owned enterprises, where trading activities are predominantly conducted by small-scale traders through direct bargaining processes. Aliyah (2017) argues that traditional markets represent centres of people's economic activities that foster strong social relationships among traders, consumers, and suppliers. Consequently, effective market management must not only address economic objectives but also consider social, cultural, and environmental dimensions.

Previous studies have examined various aspects of traditional market management. Research conducted by several scholars has highlighted the importance of infrastructure development, trader empowerment, service quality improvement, and institutional governance in enhancing market performance. Other studies have found that ineffective market management often results in problems such as disorderly trading activities, inadequate sanitation, poor infrastructure, weak law enforcement, and declining consumer satisfaction. These findings suggest that strategic interventions by local governments are necessary to ensure the sustainability and competitiveness of traditional markets.

Despite the growing body of literature on traditional market management, limited studies have specifically examined local government strategies in managing traditional markets within the context of administrative transitions and institutional restructuring. In Merauke Regency, the management of Wamanggu Market has undergone organisational changes that require adaptive governance strategies. Although Wamanggu Market serves as one of the most important economic centres in the region, various challenges remain, including inaccurate trader registration data, weak enforcement of market regulations, inadequate discipline among traders, and limitations in infrastructure and institutional coordination. These issues indicate that effective market management requires not only operational improvements but also comprehensive strategic interventions from local government authorities.

This study addresses the existing research gap by analysing the strategy of the Merauke Regency Government in managing Wamanggu Market and identifying the factors that influence its implementation. Specifically, the study focuses on four strategic dimensions of market management: trader registration, trader regulation and enforcement, market management evaluation, and the enforcement of trader discipline. Furthermore, the research examines internal and external factors affecting the implementation of these strategies.

The findings of this study are expected to contribute to the development of public administration literature, particularly in the fields of local governance, strategic management, and public service delivery. In addition, the study provides practical recommendations for policymakers and market administrators in designing more effective and sustainable strategies for managing traditional markets in Indonesia.

RESEARCH METHOD

This study employed a qualitative descriptive research design to explore and analyse the strategy of the Merauke Regency Government in managing Wamanggu Market. A qualitative approach was selected because it enables an in-depth understanding of social phenomena, policy implementation, and the experiences of actors involved in market management. The study focused on examining government strategies and identifying factors influencing the effectiveness of market management practices.

The research was conducted at Wamanggu Market, Merauke Regency, Papua Selatan Province, Indonesia. The site was selected because Wamanggu Market is one of the largest traditional markets in Merauke and plays a significant role in supporting local economic activities and generating regional revenue.

Data were collected through three primary techniques: in-depth interviews, observation, and documentation. Interviews were conducted using semi-structured interview guidelines to obtain comprehensive information regarding market management strategies and implementation challenges. Observations were carried out to examine actual market conditions, trader activities, infrastructure, and compliance with market regulations. Documentation was used to collect supporting data from government reports, regulations, statistical records, administrative documents, and other relevant sources.

The informants were selected purposively based on their involvement and knowledge of market management. They consisted of the Head of the Department of Industry, Trade, Cooperatives and Small and Medium Enterprises (SMEs) of Merauke Regency, the Head of the Trade Division, the Head of the Wamanggu Market Technical Implementation Unit (UPTD), the Chairperson of HIPPAM, market traders, and market consumers. These informants were considered capable of providing relevant information regarding the formulation and implementation of market management strategies.

The study analysed local government strategies using four dimensions of market management: trader registration, trader regulation and enforcement, market management evaluation, and the enforcement of trader discipline. In addition, the research examined internal and external factors influencing strategy implementation, including human resources, infrastructure, budget availability, institutional coordination, regulatory frameworks, trader participation, market dynamics, environmental conditions, and consumer behaviour.

Data analysis followed the interactive model proposed by Miles, Huberman, and Saldaña, consisting of three stages: data reduction, data display, and conclusion drawing. Data reduction involved selecting, simplifying, and organising relevant information obtained from the field. Data display was conducted by presenting the data systematically in narrative and thematic forms to facilitate interpretation. Finally, conclusions were drawn through continuous verification of findings and patterns emerging from the collected data.

To ensure the trustworthiness of the findings, data validity was established through source triangulation, technique triangulation, and prolonged engagement in the field. Information obtained from different informants and data collection methods was compared and cross-checked to enhance credibility and minimise researcher bias. Through these procedures, the study aimed to produce reliable and comprehensive findings regarding local government strategies in managing Wamanggu Market.

RESULTS AND DISCUSSION

Trader Registration

The findings indicate that the trader registration strategy implemented by the Department of Industry, Trade, Cooperatives, and Small and Medium Enterprises (SMEs) of Merauke Regency has not yet been fully effective. Following the transfer of market management authority from the Regional Revenue Agency (BAPENDA), the department continued to rely on historical trader and facility data inherited from the previous management institution. Although data updates have been conducted through direct field supervision and daily as well as monthly retribution collection, significant discrepancies remain between administrative records and actual conditions in the market.

Field observations revealed that several traders occupied stalls and kiosks inconsistently with their designated allocations, while others conducted trading activities outside the official market area. In addition, a considerable number of stalls, particularly those allocated to indigenous Papuan traders, remained unoccupied. These conditions demonstrate that the existing registration system has not provided an accurate representation of market occupancy and trader distribution.

From a theoretical perspective, registration and data management constitute essential components of planning and organisational functions. According to Terry (2010), effective management requires accurate and reliable information as the basis for decision-making. The findings suggest that the continued reliance on outdated records has weakened the planning process and hindered effective market governance. Furthermore, the absence of an integrated database has limited the ability of market administrators to conduct effective monitoring and strategic planning.

Nevertheless, the registration process has generated several positive outcomes. The use of retribution records has facilitated the identification of active traders, improved administrative control, and contributed to local revenue generation. However, the findings suggest that a comprehensive trader census and the development of a digital and integrated database system are necessary to improve market management effectiveness and support evidence-based decision-making.

Trader Regulation and Enforcement

The study found that trader regulation and enforcement measures have not been implemented optimally. Although the local government has conducted socialisation programmes, field supervision, and awareness campaigns regarding market orderliness and environmental cleanliness, many traders continue to operate outside designated trading areas. Trading activities were frequently observed in parking areas, open yards, and road shoulders surrounding the market.

The implementation of trader reallocation based on the zoning system stipulated in Merauke Regent Regulation No. 8 of 2023 has not yet been fully realised because comprehensive restructuring is still awaiting further policy decisions. As a result, the intended arrangement of traders according to market floors and business categories has not been effectively enforced.

These findings support previous studies indicating that weak enforcement mechanisms and low trader compliance often undermine traditional market governance. The results demonstrate that enforcement efforts remain constrained by economic considerations. Many traders prefer to sell outside the market because those locations provide easier access for consumers and generate higher sales volumes. Consequently, the formal market facilities remain underutilised, particularly on the upper floors.

From the perspective of public administration, effective regulation requires not only formal rules but also consistent enforcement and stakeholder participation. Therefore, stronger collaboration between government authorities, market associations, and traders is necessary to improve compliance and establish a more orderly trading environment.

Market Management Evaluation

The findings show that market management evaluations are conducted regularly through weekly meetings, field inspections, and performance assessments involving the Trade Division and the Wamanggu Market Technical Implementation Unit (UPTD). Evaluation activities cover various aspects of market management, including trader discipline, retribution collection, cleanliness, infrastructure conditions, public services, and market security.

Despite the existence of a systematic evaluation process, the outcomes have not yet produced substantial improvements in market conditions. Persistent problems such as poor waste management, inadequate infrastructure, irregular trader placement, and low compliance with market regulations continue to affect market operations. These findings suggest that the evaluation process has been relatively successful in identifying problems but less effective in translating findings into corrective actions.

The results indicate that evaluation mechanisms should be strengthened through more effective follow-up actions, clearer performance indicators, and stronger accountability systems. Furthermore, market stakeholders, including traders and trader associations, should be actively involved in the evaluation process to ensure that identified problems and proposed solutions reflect actual market conditions.

Enforcement of Trader Discipline

The study reveals that trader discipline has been promoted through direct supervision, regular inspections, socialisation activities, and stricter monitoring of retribution collection practices. The department has also sought to improve internal discipline among market officers to prevent irregularities and ensure transparency in market administration.

However, disciplinary enforcement remains inconsistent. Several traders continue to delay retribution payments, occupy facilities inappropriately, or conduct business outside designated areas without receiving significant sanctions. Consequently, compliance levels remain relatively low, reducing the effectiveness of market management policies.

The findings suggest that disciplinary enforcement is influenced by both administrative capacity and political commitment. While market authorities have demonstrated willingness to improve governance, the absence of firm sanctions and consistent rule implementation has weakened compliance among traders. In this regard, the establishment of a transparent disciplinary framework accompanied by clear incentives and penalties would contribute to stronger market governance and greater trader accountability.

Factors Influencing the Management Strategy of Wamanggu Market

Internal Factors

Several internal factors were found to influence the effectiveness of market management strategies. First, limitations in human resources constrain the ability of market authorities to conduct supervision, monitoring, and administrative management effectively. Second, inadequate infrastructure and facilities continue to affect market attractiveness and operational efficiency. Third, budget limitations restrict the implementation of improvement programmes and infrastructure rehabilitation. Finally, coordination among government agencies remains insufficient, creating challenges in addressing complex market management issues that require inter-sectoral collaboration.

These findings are consistent with strategic management theories that emphasise organisational capacity as a key determinant of policy implementation success. Without adequate human, financial, and institutional resources, strategic initiatives are unlikely to achieve their intended objectives.

External Factors

External factors also significantly affect the implementation of market management strategies. These include regulatory frameworks, trader participation, environmental conditions, market dynamics, and consumer behaviour. Trader compliance with regulations remains relatively low, particularly regarding stall occupancy and market zoning requirements. In addition, fluctuations in consumer purchasing power and visitor numbers influence market activity and trader income.

Consumer preferences also affect market competitiveness. Many consumers prefer locations that are easily accessible and convenient, leading to higher concentrations of trading activities outside designated market zones. Furthermore, issues related to parking arrangements, cleanliness, and accessibility influence public perceptions of market quality and attractiveness.

The findings demonstrate that market management operates within a dynamic environment where economic, social, and behavioural factors continuously interact. Consequently, local government strategies must remain adaptive and responsive to changing market conditions and stakeholder needs.

Overall, the study demonstrates that the Merauke Regency Government has implemented various strategies to improve the management of Wamanggu Market through trader registration, trader regulation, market evaluation, and disciplinary enforcement. However, these strategies remain in a transitional phase and have not yet achieved optimal outcomes. The persistence of inaccurate trader data, weak enforcement mechanisms, inadequate infrastructure, and inconsistent disciplinary measures indicates that market governance challenges extend beyond administrative issues and involve broader institutional and behavioural dimensions.

The findings support strategic management theory, which emphasises the importance of planning, implementation, monitoring, and evaluation as interconnected processes. Effective market management requires accurate information systems, strong institutional coordination, adequate resources, and active stakeholder participation. Therefore, improving market governance in Wamanggu Market requires not only technical interventions but also comprehensive institutional reforms that strengthen accountability, collaboration, and adaptive capacity within local government organisations.

CONCLUSION

This study examined the strategy of the Merauke Regency Government in managing Wamanggu Market and identified the factors influencing its implementation. The findings reveal that the local government has implemented market management strategies through four main dimensions, namely trader registration, trader regulation and enforcement, market management evaluation, and the enforcement of trader discipline. These strategies demonstrate the government's commitment to improving market governance and maintaining the role of Wamanggu Market as a strategic centre of economic activity in Merauke Regency.

However, the implementation of these strategies has not yet achieved optimal results. Trader registration continues to rely on outdated administrative records, resulting in discrepancies between official data and actual market conditions. Regulatory and enforcement efforts have been constrained by the persistence of traders operating outside designated market areas and the incomplete implementation of the market zoning system. Although regular evaluations have been conducted, follow-up actions have not been sufficiently effective in resolving long-standing operational problems. Similarly, the enforcement of trader discipline remains inconsistent due to low levels of compliance and limited application of sanctions.

The study further identifies several internal and external factors that influence the effectiveness of market management strategies. Internal factors include limitations in human resources, infrastructure, budget availability, and inter-agency coordination. External factors comprise regulatory frameworks, trader participation, environmental conditions, market dynamics, and consumer behaviour. These factors collectively shape the success of government interventions and influence the overall performance of market management.

Based on these findings, the study concludes that improving the management of Wamanggu Market requires a more comprehensive and integrated strategic approach. Priority should be given to updating trader databases, strengthening regulatory enforcement, improving infrastructure and public facilities, enhancing institutional coordination, and increasing stakeholder participation. Furthermore, the development of adaptive and sustainable management strategies is essential to ensure that Wamanggu Market can continue to support local economic development, improve public service quality, and contribute to regional revenue generation in Merauke Regency.

The findings contribute to the literature on local governance and public administration by demonstrating the importance of strategic management in traditional market governance. They also provide practical implications for policymakers and market administrators seeking to improve the effectiveness, efficiency, and sustainability of traditional market management in Indonesia.

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