

DETERMINANTS EFFECTIVENESS OF MANAGEMENT MARKET IN WEST SERAM REGENCY MALUKU PROVINCE

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Abstract: *This research aims to find out more about the determinants of the effectiveness of market management in the District of West Seram Maluku Province is managed by the Department of Industry, Trade and Investment West Seram regency. This type of research used in this research is qualitative research. Source of data in this study basically uses two types of data, namely; primary data and secondary data with propositions in accordance with the objectives to be achieved in this study. The focus of this research are determinant factors determinants of the effectiveness of market management in West Seram regency. Data analysis in qualitative research, carried out at the time of data collection took place, and after the completion of data collection in a particular period. Qualitative data analysis can be done interactively and continues over time until complete until the data is already saturated. The results showed that the determinant factors determinants of the effectiveness of management of the market in West Seram regency are: 1) organizational characteristics. (occupation, power and communications are shared responsibilities among employees; power arising from a regulation; Government officials who put his staff on the desired position in); 2) Environment Characteristics. To respond effectively to the condition of the organization, the local government of West Seram regency examine the external and internal environment; 3) Characteristics of Workers. The workers have a sense of attachment to the organization. The employees, including personal work fast and responsive; 4). Policies and management practices. At the time of market development plan involving legislative, ie the budgeting function in determining the budget ceiling is plotted for market development in West Seram regency especially funds from the local budget West Seram regency.*

Keywords: Determinants, effectiveness, management

INTRODUCTION

Decentralization requires a system of financial management are managed independently by local governments. This was stated in Law No. 33/2004 on Financial Balance between Central and Local Government. The enactment of the Law has spawned a new paradigm in the area of financial management-oriented public interest. It includes demands for local governments to create financial statements and transparency of budgetary information to the public.

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Suhandak (2007: 136) states that the problems of financial management and budget areas is an aspect that should be regulated carefully by the local government. Is the overall financial management activities including planning, implementation, administration, reporting, accountability, and financial oversight of the area where a very important aspect in the area of financial management.

One yardstick to see the readiness of the region in managing and taking care of the household is self-supporting capability in the field of finance. In the context of self-supporting local autonomy can be seen on Local Revenue. The main characteristic of a region capable of implementing autonomy is (1) the financial capacity of the area, which means that the area has the ability and authority to explore the sources of finance, manage and use its own funds to finance governance; (2) Dependence on central assistance should be as minimal as possible, therefore, the local revenue should be the biggest financial resource policy supported by central and local financial balance (Landiyanto, 2005).

Regional Income is one component of the region's financial revenue sources, in addition to other income. Nevertheless, the proposition regional revenue to the total revenue remains an indication of "A degree of financial independence of Regions" (Bagus Santoso 1995). In order to realize the autonomy it one of the efforts that must be done is to increase the degree of local financial independence, in this case is to improve and optimize revenue, which consists of the results of local taxes, levies, local companies and other income legitimate business area.

Efforts to increase local revenues can be done either by increasing the efficiency of resources and limited means and to increase the effectiveness of the collection is to optimize the existing potential, as well as the continued effort in exploring sources of new revenue potential possible, so it can be taxed or retribution in accordance with existing provisions.

Empirically levy in West Seram regency showed a substantial contribution to regional revenue due to the five sectors supported by featured levy: (1) Health Care Levy; (2) Levy Market Services; (3) Building Permits; (4) Levy Wood and Non wood; and (5) Permits fishery business.

Levy is mandatory payment of the population to the state because of certain services provided by the State for individual population. The services can be said to be direct, ie only pay the levy which enjoy remuneration of State (Siahaan, 2005). According to Taylor (2012: 3), Levy is:

levy is a temporary tax collected by federal, state or local governments and used for a stated public purpose. A taxpayer can be liable for various levies' depending on their annual taxable income. In comparison, a tax is usually a general contribution imposed on individuals, properties or businesses collected into the government's consolidated fund and allocated according to government budgets.

Local levy is one of the local revenue is expected to be one source of financing local governance and development, to create and improve the well-being distributed in society (Nugraha 2005). Levies are local charges as payment for the use or obtain the services of employment, business or property in the area for the public interest, or because the services provided by the area, either directly or indirectly.

Retribution is a payment from the people to the government which can be seen a direct relationship between the remuneration received by the payment of the levy. In The Law No. 18 of 1997 on local taxes and levies declared that the levies are fees as payment for certain services or granting special permits provided and can be provided by local governments for the benefit of private persons or entities.

Services of Levy Market Potential in West Seram regency very large because there are three markets that are managed by local governments, which can contribute to regional revenue. Managed markets Local Government of West Seram regency namely; Kairatu market with an area of 2.809 km² with total of merchants 275 people. Piru market with an area of 3.500 km² with total of merchants 300 people. Eti market with an area of 2.000 km² with total of merchants 150 people.

Local Revenue West Seram regency in 2009 and 2010, and the realization of the target variance is very significant. In 2009 regional revenue targets Rp. 8.070.449.852 but the reality realization was only Rp.2.197.159.720, so only 27 percent of total regional revenue budgeted. Whereas in 2010 the target of the original income of Rp. 13.028.977.904 but true realization was only Rp.2.511.023.252, so 19 percent of the total regional revenue budgeted. Based on the fact that the realization of the original income never match what was budgeted, and the presentation of the total regional revenue budgeted is also declining. And in 2009 and 2010 from income levy, realization and targets significant variance. The year 2009 is Rp 1.974.552.056 but in fact the realization of Rp. 797.474.368, so 40 percent of the total levy is budgeted. The year 2010 is Rp. 5.026.764.569, the fact the realization in 2010 of Rp. 869.020.436, so only 17 percent of the total levy is budgeted. Based on the fact that the realization of Retribution never match what was budgeted instead presentations from total levy also decreased.

Contributions retribution against region income in 2009 amounted to 36 percent of total regional revenue in 2009, while in 2010 amounted to 34 percent of total regional revenue in 2010. Contributions levy from 2009 to 2010 has decreased by about 2 percent. One sector levies potential in West Seram regency is Levy Market Services. It's for the year 2009 exceeded what was budgeted. Year 2009 Market Service Fees budgeted Rp. 156 million while the realization of Rp.272.003.000, thus amounting to 174 percent of the total budgeted market service levy. In 2010 levy budgeted services market Rp.498.621.000 while the realization of Rp.240.028.000,

so it amounted to 48 percent of the total budgeted levy market service. Based on the fact that 2009 is able to go beyond what was budgeted, while in 2010 did not achieve what was budgeted. Contributions levy service market against the levy of 34 percent in 2009, while in 2010 the contribution of levy market services of 28 percent against the levy. Contributions in 2009 to 2010 decreased by 6 percent.

Levy Service Market Potential in West Seram regency very large but poorly managed way done by the local government. Due from third markets managed by the local government, only one well-functioning market and contribute to the regional revenue.

Of the three markets above, Piru market, which is still functioning or operation while Kairatu market that was built in 2008 and Eti market built in 2012 has not functioned. Based on initial observations, not the operation of the market because of the defeat of the competition Kairatu with Gemba village market and malfunction Terminal in Kairatu market. While the operation is not Eti market because the market is less strategic placement location, away from residential areas. Where people do not want to liberate their land in a very strategic place to be made market. So Service Retribution acceptance Markets in West Seram regency that was obtained only on the market Piru, whereas Services Levy market potential Kairatu Market and Eti Market can increase market acceptance of service levy.

Presumably interesting to find out more about how the levy managed services market and how efforts should be made to improve the Receipts original income primarily from the levy component services markets of West Seram regency which is currently managed by the Department Perindustrian, Trade and Investment Seram district West. Based on the background of the problems described above, the purpose of this research was to determine the determinant factors what determines the effectiveness of market management in West Seram regency.

RESEARCH METHODS

This research was conducted in West Seram regency, especially in offices related to the management of markets such as Planning and Regional Development, Department of Industry, Trade and Investment and other services. This type of research used in this study is a qualitative kind, which aims to find the issues to be examined, or uncovers new idea to perform exploration of various phenomena and related to the management of the market in West Seram regency.

Source of data in this study basically uses two types of data, namely; primary data and secondary data with propositions in accordance with the objectives to be achieved in this study. The focus of this research are determinant factors determinants of the effectiveness of market management in West Seram regency.

Data analysis in qualitative research, carried out at the time of data collection took place, and after the completion of data collection in a particular period.

Qualitative data analysis can be done interactively and continues over time until complete until the data is interactive jenuh. Interactive analysis, introduced by Milles and Huberman is intended to maintain the accuracy and quality of research results. In this interactive analysis of each component of the data collection, data reduction, data display and conclusion performed 'simultaneously' or by cycle. Data analysis was performed through three stages; data reduction, data presentation and conclusion.

RESULT AND DISCUSSION

Profile of the Market in West Seram Regency

Based on economic theory, the market is a meeting place between demand and supply. Offer is the amount of goods offered by the seller / manufacturer to the market at any price tingakt. Demand is the desire for a product at each price level. Samuelson (1986), suggests that the market is a process used by buyers and sellers to engage in pricing and quantity.

In the context of this research, the market is the urban infrastructure to collect levies and other receipts that are part of a regional income. In an effort this is a market need to have basic facilities such as los place to sell, stalls, stores and sells the court. In addition to the public facility, a market unit can also be supported by the supporting facilities such as parking and toilets that can be collected paid for the use of these facilities.

Piru market was established in 2000, and operated in 2001, is the market district. After the division of the Central Maluku regency to West Seram regency, district market is converted into a market regency. Then built an additional building Piru market in 2008, 2009, 2010 and 2013. Kairatu market established also by local government Central Maluku regency, because of conflict in 1999, the market on fire. After the expansion of Central Maluku regency to the West Seram regency, the market was rebuilt in 2006 and operated in that year. But not last long, the market does not work again until now while the market is eti built in 2013 and until now not operated. The Kairatu market was built by the local government Central Maluku regency, due to social conflicts that market on fire. Then built up again after the division into regency of West Seram and now no longer in operation. Eti market was built in 2013 by the Local Government of West Seram regency, and until now have not been in operation

Piru built market sources of funds from the district budget and the state budget. Kairatu built market sources of funds from the budget of the province of Maluku. Eti built market sources of funds of TP APBN-P. These three markets are built with tender system Kairatu Market built by CV. Tristan Jaya (2006). Piru market built by CV. Tristan Jaya (2008), CV.Venus (2009), CV.Ilalang Indah (2010) and

CV.Piru Jaya (2013). Eti market built by PT.Miranti Jaya Permai (2013). Piru market costs total Rp. 2.983.405.000. Eti market costs total Rp. 4.410.000.000. Spacious Kairatu market of 40x40 m², Piru market of 50x50 m², and Eti market by 1 hectare.

Piru market activity every day starting from 06:00 - 16:00 CEST, Piru market is very crowded by people to shop. Facilities owned by a third of the market, namely toilets. For Piru and Kairatu market conditions were slightly damaged. While the market for eti, trimmings until now has not functioned. The total of merchants who sell in the market Piru 200 people.

Piru market operates from 06:00 - 14.00 CEST. Facilities that exist in the Piru market, namely toilets. There are 2 toilet, which serves only one WC. Usually Rp.1000 when using toilet. The money for the guard who is always cleaning the toilets and were not submitted to the Department of Industry and Trade. Kairatu market after rebuilt by fire in 2006 serves only about one year later does not work anymore because it lost the competition with the Waimital village market and terminal malfunction in the market. The market Eti after was built in 2013, until now did not move as far away from settlements and the construction of the terminal has not been because of lack of funds.

Factors Determinants Determinants of Effectiveness of management of the Market in West Seram Regency

Many opinions were put forward the factors that influence the effectiveness of the organization, but basically those opinions have been summarized in the research of Richard M. Steers, such as the theory of the coaching organization that emphasizes the planned changes in the organization that aims to improve the effectiveness of the organization. So the success of the coaching organization will lead to organizational success. Below is the author outlines four factors that influence the effectiveness, proposed by Richard M Steers (1985):

Organizational characteristics

Organization is one way to be undertaken by humans to achieve their goals by dividing each task and cooperate with each other. In general, local government organizations of West Seram regency has three characters: 1) Employment, powers, and responsibilities shared communication among employees to help local governments achieve the vision, mission and objectives. In the organization of local government there are people who have different goals and ideas but want to achieve something called organizational goals with joint efforts, within the organization there is a leader who has the power to tujauan and memrintah and develop the organization to carry out its mission and vision. 2) The power arising from a regulation to direct the employees to face the goals of government. 3). Government officials will put staff in the position according to their competence.

In connection with the third character, then created the organizational structure of local government. Hasibuan (2010) suggests that the job description or position should be clear and easy to understand perceptions. This structure covers how to prepare local carapemerintah employees in completing the work, or it can be said that the organizational structure illustrates how job tasks are divided, grouped and coordinated formally. The organizational structure is bureaucratic, rigid and hierarchical.

The organizational structure is formed with the aim that the position of each member of the organization can be accounted for, the rights and obligations. Shaped structure so that the organization runs a neat, because there is a command structure, who is authorized and those authorized. With the right technology will support the organization in achieving its goals.

Harvey (in Steers, 1985: 99) found that the more stable technology an organization, the higher the level of penstrukturannya namely the level of specialization, centralization, specifications and other tasks.

Therefore, equipment and facilities is a means and equipment that is a factor that will be oriented on the work produced by an employee, because of the complete lack of facilities will affect the smoothness of the work. The better the means provided by the government will affect improvements in the performance of employees in achieving objectives or expected results. Overall organizational structure of West Seram regency government has hirarkiyang form a group and dijalinnya cooperation. Human Resources level of education is very good. People in the organization has been working in accordance with the duties and functions. Each employee can interact with the structure and the parts that exist in the organization and if employees want to interact well, every employee can deal directly with the question. Human Resource productivity level is sufficient. Human Resources that is often included in the training that can improve the competence and capability of personnel. Technological conditions that exist in the work unit is sufficient.

Environmental Characteristics

The first aspect is the external environment, ie an environment that is outside the boundaries of the organization and greatly affect the organization, particularly in making decisions and taking action. The second aspect is the internal environment known as organizational climate. Which includes a variety of environmental attributes that have a relationship with aspects of the environment and the effectiveness of particular attributes that have a relationship with certain aspects of the effectiveness of particular attributes measured at the individual level. External factors may be a relationship with the surrounding community. And climatic influences from outside (external) of the community, namely complexity, stability

and uncertainty. The complexity means that it is a very complex environment from various aspects, while stability and uncertainty is the global influence if it is safe and there is no turbulence resulting in further stability when the opposite situation occurs then the uncertainty.

Steers, (1985: 120) reveals about the organizational climate that means talking about the perceived trait or characteristic in the work environment and arises because of the activities of the organization which carried out consciously or perceived influence behavior later, in other words the organizational climate can be viewed as a personality organization as seen by the members.

To respond effectively to the condition of the organization, the local government of West Seram regency examine the external and internal environment. The quality of the external environment in this research has decreased due to the condition of the existing infrastructure is not maintained and the availability of infrastructure facilities are inadequate or are lacking. The quality of the external environment in particular has indicated declining due to market conditions that are not well-maintained infrastructure and lack of infrastructure that is built on the market. In implementing mechanisms for improving the quality of the external environment, the local community should be doing more. From the stakeholders, the stakeholders were divided into two: internal and external (the internal stakeholders include local legislative, The political parties, public managers, government officials). External stakeholders in the public sector such as the community of users of public services (market), the community of taxpayers, companies and organizations that use the social and economic public services as an input on the organization's activities, the Bank as creditor governments, foreign investors, and the generations to come. In the private sector, internal stakeholders made up of management, employees, and shareholders. While external stakeholders comprised of banks, unions, governments, suppliers, distributors, customers, and communities.

Workers Characteristics

Characteristics of Workers in this respect is required for attachment to organizational factors, interest, job stability, and attachment. Inside of each individual will find much of a difference, but the awareness of individual differences is essential in order to achieve organizational goals. Job performance factors such as motivation, goals and needs, ability and role clarity.

According Hasibuan (2010) with the development, will increase employee productivity, production quality and quantity of production, the better, because the technical skills, human skills, and managerial skills of employees, the better. In order to achieve productivity and job performance, hence the need for a sense of attachment to the organization through work discipline and the motivation of the leadership.

Employees have a sense of attachment to the organization, including private employees who work with the fast and responsive. Happy employees are known for the achievements that have been made. In addition, employees have a sense of interest in doing his job. Such employees can be recognized from the happy habit of greeting and speaking with numerous people. The employees are generally friendly and usually excel in the affairs of the network. Employees in carrying out the task, not just have to be willing to work, but also to be willing to carry out specific tasks that become primary responsibility. Employees are able to act on its own initiative or take the best decision for the organization. They are the type of person who is easy to communicate with. They are very conscientious and always consider whether the results obtained will be useful and beneficial or not. They need to know step by step through which to do the job or all the changes that occurred before reaching the final result. There is also a type of employees tend to slow in taking decisions, they should be given information carefully to what they should do. By doing so, they understand each process that must be followed and with the right decision. They can not be entrusted with the task of sudden and require improvisation because they are the type who does not like changes.

Policy and Practice Management

Managers play a central role in the success of an organization through planning, coordination and facilitate the activities that are geared toward the target. Good policy is the policy clearly brings us toward the desired goal. Policies must be understood not mean that the policy should be written (Armstrong, 1993). At the core of management is about deciding what to do and then do it through people (Armstrong, 1993). This definition emphasizes that the organization is the most important resource.

In the public sector management policies accountable to the public because the source of the funds used public sector organizations in the framework of the provision of public services from the public (public funds). The pattern of vertical and horizontal accountability. Vertical accountability (vertical accountability) is accountable for the management of the fund to a higher authority, such as accountability for the management of funds to the central government. Accountability horizontal are accountable to the public.

In the organization, good management should be provided for the activities carried out in accordance with the desired, such as planning, perngorganisasian, coordination, direction, and supervision. These mechanisms include the preparation of strategic objectives, search and utilization of resources, the creation of environmental achievement through evaluation apparatus, the communication process as well as supervision, leadership and decision-making, as well as adaptation to environmental change organizational innovation.

At the planning time of market development involving the legislature. Their involvement in the planning of development, especially the development of the market, namely the Local Legislative Regency of West Seram with three functions, namely as a function of supervision, budgeting and legislation, certainly involved in determining the budget ceiling in the plot for the construction market in the regency of West Seram especially funds from the Budget District of West Seram. If seen from the characteristics of the budget, the budget is not published to the public openly to criticize and discussed. Though not as secret negara. Management control processes, including financial management, basically requires a reliable and relevant information to carry out management functions, namely: planning, organizing, and controlling.

Regional autonomy aims to encourage the growth of local initiative and creativity, so that the area can be more independent and able to compete in a healthy manner. Community initiatives including business initiatives can thrive if there is a conducive situation, a situation that gives a sense of security and legal certainty. The government required organizers to obey the law consistently and earnestly. Legal uncertainty encourages people to be apathetic. Local governments bound by laws and other legal provisions required. Therefore, there are special rules regulate the presence of market daerahyang including setting fees markets services. Local regulations concerning the manufacture of market development is usually made by local government and discussed jointly Parliament for further discussion and set as Local regulations. Local regulations made reference to the existing rules on it that involves community participation during activities musrembang village until Musrembang district. Frequent changes to existing regulations, namely Regulation No.35 of 2007 on the Service Lavy Market to Regulation No.04 of 2014. The problem faced is the problem of resource scarcity (scarcity of resources), so the government is expected to use the organization's resources economically, effectively and efficiently.

In carrying out its duties and responsibilities for government administrators should be aware not only oriented on results but also on the truth and fairness in the process of achievement. Every effort using community resources, need to be held in a transparent manner. Providing local governments responsible and transparent will foster public trust in local government.

CONCLUSION

Based on the results of the discussion above it can be concluded that that the determinant factors determinants of the effectiveness of management of the market in West Seram regency are: Firstly, the characteristics of the organization; has three characters: a). Work, power and communications are shared responsibilities among employees. b). Power arising from a rule c). Government officials who put his staff in the desired position. Secondly, Environmental characteristics. To respond

effectively to the condition of the organization, the local government of West Seram regency examine the external and internal environment. The quality of the external environment decreases due to the condition of the existing infrastructure is not maintained and the availability of infrastructure facilities are inadequate or lacking. The quality of the external environment in particular has indicated declining due to market conditions that are not well-maintained infrastructure and lack of infrastructure that is built on the market. Thirdly. Workers characteristics. Employees have a sense of attachment to the organization. The employees, including personal work fast and responsive. Happy employees are known for the achievements that have been made. Fourthly. Policies and management practices. At the time of market development plan involving legislative, ie the functions of monitoring, budgeting and legislation involved in determining the budget ceiling plotted for market development in West Seram regency especially funds from West Seram regency budget. However, when viewed from the characteristics of the budget, a budget of less publicized to the public openly to criticize and discussed.

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