

Research Article

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Assessment of the Cimanggis Village Government's Performance in Managing the Tuesday Market in Cicantayan District, Sukabumi Regency (2023-2024)

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Abstract: *This study aims to evaluate the performance of the Cimanggis Village Government in managing the Tuesday Market in Cimanggis Village, Cicantayan Sub-district, Sukabumi Regency in 2023-2024, using Dunn's policy evaluation model which includes dimensions of effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy. This research used a qualitative approach with a descriptive method, where data was collected through in-depth interviews with various informants involved in market management, both from elements of the village government, market managers, traders, and buyers. The results showed that the management of the Tuesday Market has provided tangible benefits to the community, especially in terms of ease of access and affordability of basic needs. However, there are still weaknesses in the aspects of policy responsiveness and accuracy, such as the non-optimal provision of formal communication channels, the lack of periodic evaluation, and the need for innovation to face digital competition. Therefore, improvements in management and market management strategies are needed in order to respond to the challenges and needs of the community in a sustainable manner.*

Keywords: *Policy evaluation, village government performance, village market, Dunn, Tuesday Market, Cimanggis Village.*

Introduction

Economic development at the village level is one of the main priorities in supporting community welfare. One way to do this is by optimizing the village market as a center of economic activity for the local community. In general, a market can be defined as a place where sellers and buyers meet to conduct transactions of goods and services, either routinely every day or on certain days of the week. The existence of a market is not only a point of economic circulation, but also a space for social interaction that strengthens relationships between communities.

Village governments have the authority to establish and manage markets in their areas, as stipulated in Law No. 3/2004 on the Second Amendment to Law No. 6/2014 on Villages. Under the law, village governments have the authority to organize and manage the potential of the village independently with the aim of improving community welfare. One aspect that is the focus is the development of the local economy through the optimization of existing resources, including the existence of village markets. The village market is not only a center of economic activity, but also a strategic tool to improve community welfare, create jobs, and support the village government's efforts to increase village revenue (PADes).

At the local level, local governments also pay special attention to the existence of village markets as an important element in the economic development of rural communities. Weekly markets, which usually only operate on certain days, are often an important means of fulfilling people's basic needs at affordable prices. In addition, the weekly market also serves as a space for social interaction that strengthens intercommunity relations.

Cimanggis Village, located in Cicantayan Sub-district, Sukabumi District, previously had a weekly market that operated every Tuesday. This market became one of the centers of the community's economic activities, especially for Cimanggis villagers. From an institutional aspect, the management of the Tuesday Market is under the responsibility of the Head of Planning as the main person in charge, with the support of a four-person market management team. The structure of the Tuesday Market management consists of:

1. Chairman (in charge of leading all operational and coordination activities)
2. Billing (in charge of collecting retribution or fees from traders)
3. Security (in charge of maintaining order, security, and regulating the traffic of people or vehicles in the market area)
4. Cleanliness (in charge of ensuring the condition of the market environment remains clean and comfortable).

Table 1. Impact of Weekly Market Inactivity on the Economy and Society

Category	Observed Impact
Access to Basic Needs	Residents must travel approximately ± 10 km to the nearest market with transportation costs ranging from IDR 20,000 to 50,000 per one-way trip.
Accessibility to Market	The road is hilly and passes through mountainous terrain, making it difficult to access for some residents.
Role of Village Government	The government only provides the location; there is no specific strategy or allocated budget to revitalize the market.
Community Expectations	Some residents hope the market will become active again, but there has been no concrete initiative from either the village or the community so far.

Table 1. shows that the inactivity of the weekly market in Cimanggis Village also affects the community's access to basic needs. Most people in Cimanggis Village now have to travel around 10 kilometers to shop at the nearest market. The condition of the road to other markets, which is hilly and passes through mountainous areas, adds to the challenges faced by the community. Transportation costs required to travel to other markets range from Rp20,000 to Rp50,000 one way, which is an additional burden for households, especially those with economic limitations.

Road conditions to the village market and nearby markets are quite poor, with many hilly roads and potholes. The inactivity of the weekly market in Cimanggis Village is a complex problem that requires special attention from the village government and the community. The weekly market not only functions as a place for transactions, but also as one of the important elements in local economic development. Therefore, efforts to revive the weekly market should be a priority for the village government, with support from the community and related parties.

Method

This study employs a qualitative descriptive approach to evaluate the performance of the Cimanggis Village Government in managing the Pasar Selasa (Tuesday Market) in Cimanggis Village, Cicantayan District, Sukabumi Regency for the period of 2023–2024. The qualitative approach is considered

appropriate for exploring and understanding the actual conditions, processes, and dynamics involved in the management of the market from the perspectives of various stakeholders.

The research location is Cimanggis Village, which was selected because it is the operational site of the Tuesday Market and the main focus of the study. The key informants include village officials, market managers, traders, and community members who are directly or indirectly involved in market activities.

Data collection was carried out using several techniques:

1. In-depth interviews with selected informants to explore their perceptions, experiences, and evaluations,
2. Direct observation of market conditions and management practices,
3. Documentation review, including official village documents, activity reports, and regulatory materials related to the market.

The data analysis technique follows the interactive model of Miles and Huberman, which includes:

1. Data reduction, to select, simplify, and focus the data relevant to the study,
2. Data display, through descriptive narratives and direct quotations from informants,
3. Conclusion drawing and verification, by identifying patterns, themes, and meaningful interpretations from the data.

To ensure data validity, the study used source triangulation by comparing information from multiple informants and different data sources. This approach helps to increase the accuracy, credibility, and depth of the research findings.

Results and Discussion

This section will present the research results obtained through the interview, observation, and documentation process related to the performance evaluation of the Cimanggis Village Government in managing the Tuesday Market. This research uses a descriptive qualitative approach with data analysis techniques based on six dimensions of policy evaluation according to William N. Dunn (2018), namely effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy.

Effectiveness

The effectiveness of the Tuesday Market management policy in Cimanggis Village can be seen from the extent to which the market is able to achieve its main objectives, namely facilitating community access to basic needs and encouraging local economic growth. The results of the interviews show that during the early operational period (2017-2021), the market proved effective in providing economic benefits for traders and consumers. The market chairperson and treasurer emphasized that the market has stimulated the village economy, attracted buyers from outside the village, and strengthened community social interactions. One informant stated, "Many small traders have been helped and buyers from outside the village start to come every Tuesday, which certainly drives the local economy."

In addition, easy access and affordable prices are also factors that support the effectiveness of the market. With its strategic location near the village hall, the community, especially those without vehicles, find it very helpful in fulfilling their basic needs. This is in line with the effectiveness indicator according to Dunn (2018), which is the extent to which a policy is able to achieve its stated objectives and have a real impact on the target group.

However, the effectiveness of Pasar Selasa has started to decline in the last two years. The main reason is the increasing competition from online sellers as well as the declining public interest in shopping

at conventional markets. This condition has caused market activities to become less active and has resulted in a decrease in the economic benefits felt by traders. Some informants also acknowledged the absence of formal performance indicators to systematically measure the achievement of market objectives, so evaluation is only done informally through direct observation of the number of traders and visitors.

This finding is in line with the results of research by Lumempow, Lumempow, & Rondonuwu (2021) which states that the effectiveness of traditional market management in villages is strongly influenced by management innovation, adaptation to changes in the business environment, and the ability of village governments to conduct continuous performance evaluation. Meanwhile, Harista's (2023) research also highlighted that the effectiveness of village economic programs is highly dependent on the village government's ability to facilitate community needs and build active participation of all stakeholders.

Theoretically, Dunn's theory (2018) emphasizes that the effectiveness of a public policy must be measured based on the achievement of goals and results that can be felt directly by the community. If the policy is unable to respond to challenges or social changes, then its effectiveness will decrease even though it was initially successful. In the context of Pasar Selasa, initial success needs to be balanced with policy innovation and adaptation to socio-economic dynamics, especially in the face of digital competition and changes in consumer behavior.

Thus, it can be concluded that the effectiveness of Tuesday Market management in Cimanggis Village was quite good in the early stages, but requires continuous evaluation, strategy adjustments, and innovation to remain relevant and able to answer the needs of the community in the current digital era.

Efficiency

Efficiency in the management of the Tuesday Market in Cimanggis Village can be seen in how the village government and market managers optimally utilize available resources to achieve market objectives at minimal cost. Based on the results of interviews, market management is carried out in a simple and participatory manner, without significantly burdening village finances. The village government only provides a place to sell, while labor comes from collaboration with youth organizations, linmas, and local residents as a form of community empowerment. A voluntary market retribution system is also implemented, where traders are charged a very affordable cleaning fee of a maximum of Rp5,000 per stall.

This efficiency strategy is actually in line with the efficiency indicator according to Dunn (2018), which is the extent to which a policy or program is able to produce maximum output with the minimum possible resource input. In the context of Pasar Selasa, the interview results show that the use of human resources and funds is balanced with the results achieved, especially when the market is still active and crowded. As stated by the informant, "The use of resources so far has been quite proportional to the results achieved."

However, the efficient management of this market also faces a number of limitations. The absence of a dedicated budget allocation from the village government has limited the maintenance of facilities and improvement of market services. In addition, the absence of standard operating procedures (SOPs) or formal control mechanisms to prevent waste and inefficiency means that market management tends to be informal and prone to stagnation. Evaluation of the use of retribution is also internal, more to fulfill cleaning and security needs, without detailed transparency on the use of funds.

This finding is consistent with the research of Lumempow et al. (2021), which states that the efficiency of village markets is often determined by the ability to collaborate and utilize local resources, but still requires the support of a good management system to avoid long-term inefficiency. Research by

Tatibi, Paparang, & Kamaludin (2017) also emphasized the need for standardized procedures and regular evaluations in traditional market management so that efficiency can be maintained while increasing public trust in market management.

Theoretically, Dunn (2018) emphasizes the importance of the comparison between outputs and inputs in measuring the efficiency of public policies. An efficient policy will be able to provide great benefits with minimal resources, but still requires supervision and evaluation to prevent waste or discrepancies between the use of funds and the results achieved.

Thus, the efficiency of the management of the Tuesday Market in Cimanggis Village is classified as good in terms of resource use and minimal budget burden, but still requires strengthening in terms of management procedures, transparency, and evaluation so that the sustainability and quality of market services can be maintained in the future.

Adequacy

Adequacy in public policy evaluation relates to the extent to which the policies or programs implemented can adequately meet the basic needs of the community. Based on the results of interviews with various informants, the management of the Tuesday Market in Cimanggis Village is considered to have adequately addressed the needs of the community, especially in terms of access to basic goods at affordable prices and an easily accessible location. The strategic location of the market near the village hall is very helpful for the community, especially those without vehicles, so that they can shop for basic needs without having to travel long distances or incur large transportation costs. This is reflected in one informant's statement, "Now I have to go to another market that is far away, and I have to pay Rp20,000 for an ojek ride each way."

In addition, market facilities such as selling places, sanitation, and security were considered adequate by most informants, although sanitation and security services are still limited to assistance from the village government and community self-help. Traders and buyers also stated that they were greatly helped by the market, as the quality of goods and prices offered were relatively stable and in line with the needs of the community.

However, the adequacy of market services has declined in recent years as market activity has declined due to increased competition from online sellers and changes in consumer behavior. Some informants mentioned that community needs are sometimes not fully met, especially when the market is less active and the choice of goods sold is limited.

According to the theory of public policy evaluation proposed by Dunn (2018), adequacy refers to the extent to which the policy implemented is able to adequately meet the problems faced by the community. If a policy is only effective for some groups of people or within a certain period of time, then the policy is considered inadequate and needs to be adjusted or developed.

The results of research by Tatibi, Paparang, & Kamaludin (2017) also show that the adequacy of village market services is strongly influenced by the continuity of market activities, the diversity of goods offered, and the quality of facilities available. If the market is unable to maintain the intensity of activities and services in a sustainable manner, then the community will look for other alternatives that are considered to better meet their needs.

Thus, the adequacy of the management of the Cimanggis Village Tuesday Market has basically worked well, especially during the active market period, but there is a need for revitalization efforts and

service development so that it can continue to answer the needs of the community along with the changing times and digital market competition.

Equity

Equity in public policy evaluation refers to the extent to which the benefits of a policy are distributed fairly to all levels of society, without discrimination or barriers for certain groups. The interview results show that the management of the Tuesday Market in Cimanggis Village has implemented the principle of equity well. All informants, including managers, traders, and buyers, agreed that there is no different treatment for certain traders or consumers. Anyone can sell at the market without strict selection, and there are no administrative barriers or burdensome costs. This was confirmed in the statement of one informant, "There is no difference whatsoever, whoever wants to sell at the Tuesday market is welcome."

Market levies are also very affordable, only a cleaning fee of around Rp5,000, which does not burden small traders. The absence of a stall rental system or mandatory retribution strengthens the access of vulnerable groups-such as farmers and low-income consumers-to the economic and social benefits of the market. In addition, the village government's efforts to encourage price equality among traders is also a form of equality practice that prevents monopoly or income disparity among business actors in the market.

In theory, Dunn (2018) emphasizes that equality is one of the important indicators in public policy evaluation, because the success of a policy is not only measured by how much results are achieved, but also how fairly the benefits are distributed among target groups. If the policy only benefits some parties, then the goal of inclusive development will not be achieved.

The findings in Cimanggis Village are also consistent with the results of research by Tatibi, Paparang, & Kamaludin (2017), which stated that traditional markets that impose light retribution and without discrimination tend to have a more equitable socioeconomic impact on villagers. In addition, Harista's research (2023) also found that the principle of equality in public services can increase community participation and a sense of joint ownership of village programs.

Thus, it can be concluded that the aspect of equality in the management of Cimanggis Village Tuesday Market has been running well and supports the creation of social justice at the local level. However, to maintain the sustainability of this equality value, policy innovation and adaptation are needed so that all levels of society can still enjoy the benefits of the market amid the challenges of digital economic competition.

Responsiveness

Responsiveness in public policy evaluation refers to how responsive the government or policy managers are to the needs, aspirations, and complaints of the people targeted by the program. Based on the results of the interviews, the responsiveness of the village government in managing the Tuesday Market is still considered less than optimal. Information from informants shows that until now there has been no official communication channel, such as a special forum or media, to accommodate the aspirations or complaints of the community and traders. Most complaints or inputs are only conveyed directly and informally to market administrators or village officials. As the informant stated, "To convey their aspirations, it is only limited to conversations that are conveyed directly to local village government officials."

In addition, the village government does not actively make policy adjustments based on changes in market conditions, economic trends, or the dynamics of goods prices. When price increases or changes in

consumer behavior occur, policies tend to follow market mechanisms without intervention or innovation from the village government. This can result in a slow response to strategic issues or a decline in community interest in the market.

On the other hand, solving minor problems in the market is generally done through deliberation and is considered quite effective for operational issues. However, in terms of market development or revitalization, the village government has not proactively involved the community at large to formulate new policies or improve the quality of market services.

According to Dunn (2018), responsiveness is an important measure in public policy, as the government should be able to listen and respond to the expectations of the community quickly and appropriately. The lack of formal communication channels and the lack of public participation in the decision-making process can reduce the level of satisfaction and effectiveness of public programs.

This finding is in line with Harista's research (2023), which states that weak responsiveness in public services at the village level is often a major obstacle in maintaining the sustainability and quality of village programs, including traditional market management. Research by Lumempow et al. (2021) also emphasizes the importance of building two-way communication between the village government and the community to improve responsiveness and innovation in village market governance.

Thus, the responsiveness of Cimanggis Village Tuesday Market management still needs to be improved, especially through the provision of formal communication channels, active community involvement in policy formulation, and the adoption of innovations so that market management can be more adaptive to changes and dynamic community needs.

Accuracy

Accuracy in public policy evaluation relates to the extent to which the policies or programs implemented are in line with community needs, local values, and socioeconomic changes that occur. Based on the results of the interviews, the management of the Tuesday Market in Cimanggis Village has basically been designed to facilitate the community to fulfill their basic needs in a strategic location and at competitive prices. This objective is in line with the real needs of the village community, especially those with limited access to transportation and who want the convenience of shopping.

However, interviews revealed that market management policies are not yet based on written rules or long-term strategic planning. Adjustments to social and economic developments, as well as the challenges of competition with online traders, are reactive rather than proactive. Policy evaluation is generally only carried out to maintain order and operations, and has not yet touched on adjustments to the vision, mission, or future market development strategies. As one informant stated, "There is no evaluation, only for order because in market policy, the main goal is to help the community."

In addition, the absence of periodic evaluations means that market policies sometimes lag behind the dynamics of community needs, both in terms of diversification of goods, service innovation, and adaptation to digital technology. In fact, the public expects the market to remain operational and relevant amidst changing consumption patterns and increasingly fierce competition.

According to Dunn (2018), policy appropriateness is measured by the compatibility between policy design, implementation, and the changing strategic environment. An appropriate policy is one that is able to adjust to the development of community needs and is supported by continuous evaluation. Without adjustment and innovation, policies will lose relevance and usability.

This finding is in line with research by Lumempow, Lumempow, & Rondonuwu (2021) which states that the accuracy of traditional market management is largely determined by the village government's ability to continuously make policy adjustments based on social, economic, and technological developments. Research by Tatibi, Paparang, & Kamaludin (2017) also emphasized the importance of regular evaluation and policy adjustments so that village market services remain relevant and can meet the needs of the community in a sustainable manner.

Thus, although the substance of the Tuesday Market management policy is appropriate to answer the basic needs of Cimanggis residents, efforts are needed to improve strategic planning, periodic evaluation, and policy innovation so that the market remains relevant, adaptive, and able to compete in the digital era.

Conclusion

Based on the research results, it can be concluded that the management of Cimanggis Village Tuesday Market has generally met most of the public policy evaluation criteria according to Dunn (2018), especially in the aspects of effectiveness, efficiency, adequacy, and equality, which can be seen from the tangible benefits felt by the community and the affordability of market services. However, the aspects of responsiveness and policy accuracy still need to be improved, especially in terms of providing formal communication channels, periodic evaluations, and innovation to face digital competition and changes in consumer behavior. For future research, it is recommended that a more in-depth study be conducted using a quantitative approach to measure the economic impact of the market more objectively, as well as expanding the scope of informants to be able to describe the needs and expectations of the community more comprehensively, including considering village market digitalization strategies in the modern era.

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