



Evaluating Government Roles in Traditional Market Development: A Case Study of Paya Ilang Market, Aceh Tengah

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A B S T R A C T

The arrangement of the Paya Ilang Traditional Market in Central Aceh Regency aims to organize trading activities within the designated market building. However, this initiative faces challenges as vendors are reluctant to use the provided facilities, leaving the market building vacant and poorly maintained. This study seeks to evaluate the role of local government in the development and enhancement of traditional markets and to identify factors influencing the success of market regulation. A qualitative approach was employed, incorporating in-depth interviews, field observations, and analysis of relevant documents. The findings reveal several critical issues, including ineffective communication between the government and vendors, unsuitable market building conditions (such as inadequate lighting and ventilation), and a lack of strict enforcement of regulations. Additionally, limited access roads and insufficient parking space exacerbate the problems. The study concludes that renovating the market building with active involvement from vendors is crucial to achieving mutual understanding. The government must improve communication, provide clear guidance, and enforce regulations rigorously to raise vendor awareness of the importance of cleanliness, comfort, and public order. Market revitalization is anticipated to address these challenges while enhancing the market's appeal as a modern and orderly trading hub.

INTRODUCTION

This study discusses the role of the government in implementing the development of the Paya Ilang traditional market in Central Aceh Regency. The management of traditional markets as a center for buying and selling transactions is a need for the Indonesian government community issued a policy of Domestic Regulation Number: 20 of 2012 concerning the Management and Empowerment of Traditional Markets (Azma et al., 2023), then further derived by the regional government according to the needs and conditions that are adjusted to those that consider and adopt various factors that are essentially in accordance with the needs of each region. Based on the provisions of the Regulation of the Minister of Home Affairs of the Republic of Indonesia, the management of traditional markets is the arrangement of traditional markets, which includes planning, implementation, and control of traditional markets (Hermawan et al., 2018; Rizki, M., & Murtinah, 2020; Sipahutar, 2016).

The market is a place for buying and selling transaction activities (Alfani et al., 2021; Bintarawati, 2022). In principle, the economy that occurs in the market is based on the freedom to compete, both for buyers and sellers. Sellers have the freedom to decide what goods or services should be produced and which will be distributed. Meanwhile, buyers or consumers have the freedom to buy and choose goods or services that are in accordance with their purchasing power (Eleanora & Dewi, 2022).

Market management is a series of activities carried out by actors such as the government, market managers, traders, and local communities to manage the market so that it functions effectively, efficiently, and competitively. Market management includes various aspects such as planning, organizing,

monitoring, controlling, and evaluation (Nurhikmah, 2024), states that in developing and managing the market, good market governance is needed to create an orderly, healthy, safe, clean, and orderly market (Naik & Suresh, 2018).

The current condition of the market is used as a sales location for traders which disrupts interactions and buyers or visitors. This is because traders assume that the circulation area is a strategic area to support sales by ignoring spatial planning and zoning. For zoning problems in Legi Market, there is a placement of different sales area zones (Dörry & Hesse, 2022).

As a reference in this study, the researcher quoted from the writing of Regina Lestari et al entitled Implementation of Traditional Market Management Policy in Tavip Market, Binjai City, North Sumatra, which is relevant to this study because it is both in the realm of public policy corridors, which discusses the policy of traditional market management in Tavip Market, Binjai City, North Sumatra and describes the factors that have the potential to influence policies in traditional market management in Tavip Market, Binjai City, North Sumatra. The research method used is descriptive qualitative. The results of this study indicate that the implementation of Binjai Mayor Regulation Number 35 of 2016 has not been running well because there are still problems in coaching traders so that they can continue to use existing facilities according to the regulations that have been set. This is due to the lack of socialization carried out by the Tavip Market management to traders, the unavailability of parking locations for traders and visitors, and inadequate facilities. Factors that influence policy implementation include limited human resources. The researcher recommends the Manpower, Trade, and Manpower Offices of Binjai City. The industry needs to provide special parking areas for market visitors, increase the number of trash bins and place them

strategically, conduct outreach to traders, and increase the number of human resources (Cohen, 2023).

The existence of the Paya Ilang Takengon Traditional Market Center, Central Aceh Regency, through the regional government trade office, continues to strive to escalate the management of the Paya Ilang market, which is the center of buying and selling transactions between the community and its traders, especially improvements in facilities and infrastructure which are expected to create order and regularity in transactions between traders and buyers, the need for these facilities and infrastructure should be in accordance with the needs and in accordance with what the traders want so that whatever is built by the local government, traders and the community can use and feel the impact of these facilities to the maximum.

The Paya Ilang Takengon Traditional Market, Central Aceh Regency is currently not well organized and is often in a chaotic state for people who shop at the market. Even after the renovation, it has become increasingly disorganized and its cleanliness is not maintained, so the role of the UPTD of the Trade and Cooperatives and SMEs Service is needed to address this problem more deeply. In carrying out the renovation, the Regional Technical Implementation Unit (UPTD) collected Family Cards (KK) and Population Identity Cards (KTP) of Paya Ilang market traders to record their location. The traders will later be placed in the white building (building D) of Paya Ilang Market, Takengon, Central Aceh Regency.

Qanun of Central Aceh Regency, Aceh Province Number 4 of 2018, concerning the management of regional assets, stipulates the zoning of trade in the Paya Ilang market area as stated in the decision that has been made towards a better direction (Ramadayani, 2018). This was stated by (Pandin, 2009) (Sarwoko, 2008). For vegetable traders in kiosks in front of the white building and along the Paya Ilang market road to the institution, a place to trade vegetables is provided in the white building (building D) by following the applicable requirements.

Some of the problems that researchers found during the study were: first, the layout of traders is ineffective, which needs to be evaluated as found (Bhardwaj et al., 2014), the unclear place provided, vegetables, fruit, household appliances, shoes and so on traders are still in an irregular condition and need a trading pattern (Kushitor et al., 2022). Second, many traders still do not get a place to trade in the building/facilities provided, so there are still traders who sell outside the building and on private land owned by the local community, thus disrupting public traffic access (Amiron et al., 2019). Third, the proliferation of sellers outside the building makes visitors/buyers reluctant to enter the building, resulting in traders around this building experiencing losses due to the absence of buyers (Supriatna, 2021).

Sumilat (2021), the findings show that local governments still need to make improvements so that market development runs as expected. This study emphasizes the importance of communication between the government and the community to overcome problems in traditional markets. Poti & Mahadiansar (2020), the findings show that although efforts are being made to improve the quality and competitiveness of traditional markets, challenges in policy implementation still need to be more effective. This study emphasizes the importance of government commitment to protecting and empowering

conventional markets to compete with modern shopping centers.

Laili et al., (2022), research on traditional market revitalization shows that this program is essential in improving conventional and modern markets' competitiveness. The government has implemented various revitalization policies, including management training for traders. However, challenges such as a lack of cooperation between traders and investors and local political issues often hinder the revitalization process. Abdul (2014), a study in Surakarta City evaluated government efforts to protect and improve the quality of traditional markets. The policies taken included improving the quality of buildings and arranging traders. Although there was progress, changes in design and protests from the community indicated the need for continuous evaluation of the implementation of this policy.

Overall, these studies show that the government's role is crucial in developing traditional markets through appropriate policies, guidance, and the provision of adequate facilities. However, many challenges remain to ensure the sustainability and competitiveness of traditional markets in this modern era. The market conditions above, especially the Paya Ilang market in Takengon City, Central Aceh Regency, need more attention from various parties, especially market stakeholders and the Regional Technical Implementation Unit (UPTD) as the manager. Although the Regional Technical Implementation Unit (UPTD) has made the Paya Ilang market competitive, the results have not solved the problems in real terms.

METHOD

This study uses a qualitative descriptive approach with a phenomenological design to explore and interpret the reality and individual experiences related to challenges in managing the Paya Ilang Traditional Market in Central Aceh Regency. The phenomenological design allows researchers to uncover and understand subjective experiences that are not always directly apparent (Zulfa & Junaidi, 2019).

The location of this study is the Paya Ilang Traditional Market, which is managed by the Regional Technical Implementation Unit (UPTD) under the auspices of the Central Aceh Regency Trade Service. The primary data sources for this study include in-depth interviews with key informants, such as the Head of the Paya Ilang Market UPTD and several market traders. In addition, direct observations were carried out to obtain data in the form of words (interview transcripts), images (photos), field notes, and related official documents (Adhi Kusumastuti, 2019). This study also uses secondary data from various reading sources, reports, notes, documents, and previous research results to complement the primary data. This secondary data serves to provide context and enrich the research analysis.

Data analysis was conducted using the Miles and Huberman model, which includes three stages: data reduction, data presentation, and conclusion. Data reduction is done by summarizing, sorting, and organizing raw data into meaningful categories. Data presentation is done in the form of tables, narratives, or matrices to facilitate interpretation. Conclusions are then drawn by synthesizing data and identifying relevant patterns, relationships, and insights. This comprehensive methodological approach ensures an in-depth understanding of the Paya Ilang Market problems while providing applicable

recommendations for the government's role in improving the function and sustainability of traditional markets.

RESULT AND DISCUSSION

The results of this study are data and facts that researchers obtain directly from the field and are adjusted to the theory used by researchers, namely using the Management Theory model by Henry Fayol, which states that there are five management functions, the management functions carried out are, planning, organizing, commanding, coordinating, and the last is controlling (Kristanti et al., 2023).

Planning

UPTD Pasar plans good performance for market management, with good planning always having clear targets. Poor planning is caused by a lack of communication between traders, managed by the Regional Technical Implementation Unit (UPTD). This is because the place managed by the Regional Technical Implementation Unit (UPTD) of Central Aceh Regency is very dark and has poor road access. For more details, the following are the results of an interview with the Head of the Regional Technical Implementation Unit (UPTD) of Paya Ilang Market.

"The planning is carried out so that the Paya Ilang market can be managed properly through data collection and arrangement of all traders so that a sense of security and comfort arises for traders and buyers. It's just that traders do not want to occupy the place that we have provided, so there is discipline for stubborn traders".

Excerpt from an interview with Mr. Ihsan, Head of Regional Technical Implementation (UPTD), below:

"Directions/information to traders previously through socialization, approaches, letters of appeal, announcements via loudspeakers, banners and many more"

The government has made a policy for the development and reorganization of the Paya Ilang Market in Central Aceh Regency with the hope of creating improved services for the people of Central Aceh Regency and creating clean, orderly, and safe buildings. Traditional markets in Central Aceh Regency are still filled with traders ranging from basic food and toys to light food traders. So, until now, the traditional markets of Central Aceh Regency are still operating even though the market conditions are chaotic and not neatly arranged, but the traders are still there.

The plan developed by the UPTD Pasar Paya Ilang reflects a serious effort to create a more organized, safe, and comfortable market for both traders and buyers. However, the implementation of this plan faces significant challenges, particularly regarding the lack of effective communication between the UPTD and the traders. Despite the various socialization efforts, such as direct approaches, appeal letters, announcements, and banners, the traders' reluctance to occupy the provided spaces indicates challenges in building trust and collaboration. Additionally, the physical condition of the market, such as poor road access and inadequate lighting, further worsens the market's image, affecting traders' motivation to support the reorganization program. This suggests that the success of planning not only relies on technical preparation but also on inclusive communication strategies and

addressing infrastructure barriers as a foundation for building a better market.

Organizing

The formation of the market management implementation team in this process has been carried out well. This is because the process of forming the market management team and dividing tasks between implementation team members went smoothly so that they could complete their respective duties optimally. The purpose of the Trade Service and the Regional Technical Implementation Unit (UPTD) in forming this market is to make it a comfortable and safe market for shopping for traders and the community itself. However, traders do not want to occupy the place provided due to the lack of buyers, so traders choose to sell on the side of the road.

The formation of the market management implementation team has been executed effectively, with clear roles and responsibilities assigned to each member. This smooth division of tasks allowed the team to carry out their duties efficiently, contributing to the organized development of the market. The collaboration between the Trade Service and the Regional Technical Implementation Unit (UPTD) reflects a structured approach in realizing the goal of creating a safe and comfortable market for both traders and the community. Such teamwork is critical for the successful management and sustainable development of public markets, where clear communication and task delegation are key to achieving the desired outcomes.

However, despite the well-organized planning and implementation of the market management team, the reluctance of traders to occupy the provided spaces highlights an underlying issue of market demand and consumer traffic. Traders' preference to sell by the roadside, where they perceive higher foot traffic, reflects a mismatch between the market's infrastructure and the actual needs of the traders. This situation points to the necessity of addressing not only the physical arrangement of the market but also ensuring that there are enough buyers to make the market viable. Without addressing these economic factors, efforts to create a comfortable and safe market environment may remain ineffective, as traders prioritize sales over the benefits of an orderly and safe marketplace.

Commanding

The division of labor of market officers must be by the authority they have obtained. The division of labor of officers has been determined by the Trade Service to carry out their respective duties so that no more officers violate the regulations that have been set. Each employee in the Trade Service works with the division of authority. The division of authority is based on the main tasks and functions of the market management sector in the regional regulation and regent regulation. According to the Head of the Trade Service, each employee has carried out their duties well and always coordinated in completing the tasks at the Paya Ilang Market, Central Aceh Regency.

The division of labor among market officers is an essential aspect of effective market management. By ensuring that each officer's duties align with their authority, the Trade Service has structured a system where responsibilities are clear, and regulations are enforced. This careful allocation of tasks not only prevents violations but also contributes to the orderly operation of the market. The delegation of authority based on the market

management sector's main tasks and regional regulations helps maintain transparency and ensures that each employee understands their role and the expectations placed upon them. Such a well-organized division of labor is fundamental in achieving the goal of a smooth and efficient market operation.

According to the Head of the Trade Service, employees have carried out their duties effectively and consistently communicated with each other to ensure tasks are completed at the Paya Ilang Market. This coordination among staff members is a positive indicator of strong teamwork and organizational discipline. Effective communication within the team fosters accountability and enhances problem-solving, ensuring that any issues can be addressed promptly. However, the success of this approach hinges on continuous supervision and adaptation to market dynamics. As the market evolves, it is important for the Trade Service to regularly assess the effectiveness of the division of labor and make adjustments where necessary to address emerging challenges and ensure ongoing compliance with regulations.

Coordinating

How is socialization carried out to provide understanding to traders, socialization is carried out by the trade office and the Central Aceh District technical implementation unit by means of socialization, letters of appeal, announcements to traders, and approaches to traders so that there are no more things that occur in the field that result in better management of Paya Ilang Market. How is the coordination process between trade offices when implementing market formation. The coordination process carried out involves the Trade Office, which has full authority in implementing socialization programs that monitor activities and coordinate each activity that takes place. The limited capabilities of the Paya Ilang market management officers affect the condition of the market concerned. In fact, this is one of the leading causes in traditional markets in general.

Traditional markets that have a high level of cleanliness, security, and comfort usually have a Market Management Team with a wholly structured organization with clear and relatively detailed work guidelines. In addition, the market manager is intensively coached by the regional work unit, which oversees traditional markets and traders (market traders and street vendors). In other words, the Paya Ilang market does not only function as a locally generated revenue contributor. Often, the market chairman has limited authority in managing the Paya Ilang market, namely dealing with officers who are under the control of other SKPD outside the SKPD in charge of markets and traders, such as officers who handle parking, cleanliness and parks, construction and facilities and infrastructure (buildings, clean water facilities, electricity, waste, and wastewater treatment), and also sometimes those who handle the order of street vendors. Here, the role of the SKPD supervisor is very much needed to coordinate with other related SKPD.

The socialization process conducted by the Trade Office and the Central Aceh District Technical Implementation Unit has been an essential strategy for providing traders with the understanding needed to support market management efforts. The methods employed, such as socialization, appeal letters, announcements, and direct approaches, aim to establish clear communication between the authorities and traders. While these efforts are valuable for raising awareness, their effectiveness relies on the willingness of traders to engage and

comply with the regulations. A comprehensive socialization program, coupled with consistent follow-up, can help minimize misunderstandings and ensure that the traders are aligned with the goal of improving the management of Paya Ilang Market. The challenge remains in ensuring that these communication efforts translate into meaningful changes in behavior and cooperation on the ground.

Coordination among various offices involved in the management and development of Paya Ilang Market is crucial for addressing the market's complex needs. The Trade Office, with its central role in the implementation of socialization programs, plays an important part in ensuring smooth communication and monitoring of market activities. However, the limited capacity of market management officers has been identified as a significant constraint, hindering effective coordination and the improvement of market conditions. In contrast, successful traditional markets typically have a well-structured management team, with clear work guidelines and strong supervision from regional work units. The lack of authority among market managers to handle issues beyond their immediate scope—such as cleanliness, infrastructure, and vendor regulation—illustrates the need for enhanced coordination among various regional work units (SKPD). Strengthening this collaboration is essential for the overall success of market management and for ensuring that the Paya Ilang Market can operate in a more organized, clean, and secure environment.

Controlling

Supervision carried out by market officers in the use of kiosks and stalls. The supervision itself is carried out by market officers to supervise traders using kiosks and stalls so that they use the place in an orderly manner so as not to cause unwanted things. Officers must be ready to manage the process of activities to monitor, measure, and, if necessary, make improvements to the implementation of the work so that what has been planned can be implemented in accordance with the desired objectives. Attitudes and behavior of the community towards market formation officers. The attitudes and behavior of the community hinder market officers from forming a safe, comfortable, and clean market because there are still traders who sell outside the building, traders who sell inside the building will not be entered by buyers. Because, in general, the people of Central Aceh Regency choose the most practical way to reach out.

The supervision carried out by market officers to ensure that traders use kiosks and stalls in an orderly manner is crucial for maintaining order and preventing disruptions in market activities. The market officers are tasked with overseeing the proper use of these spaces, ensuring that traders adhere to the regulations set by the authorities. This supervision goes beyond simple observation; it involves actively monitoring, measuring, and, if necessary, implementing corrective actions to ensure that the planned objectives for market organization are achieved. Effective supervision can significantly improve the overall functioning of the market, helping to create an environment that is orderly and conducive to both trade and consumer safety. However, the success of this supervision depends on the officers' ability to enforce rules consistently and fairly, without favoritism or leniency that could undermine their authority.

The attitudes and behavior of the community, particularly the traders, present a significant challenge to the goal of creating

a clean, safe, and comfortable market. Many traders continue to sell outside the designated areas, often due to a lack of consumer foot traffic inside the building. This situation is compounded by the general preference of the people in Central Aceh Regency for convenience, often choosing the quickest and most accessible options for shopping. This behavior creates a cycle where market vendors outside the building attract buyers, further discouraging others from entering the proper market spaces. To address this, market officers need to engage with traders and the community to shift attitudes, emphasizing the long-term benefits of an organized, secure, and clean marketplace. Additionally, efforts to increase the attractiveness of the indoor market, such as improving access and creating a better shopping experience, may encourage more customers to visit the designated stalls, thereby reducing the incentive for vendors to sell outside the market.

CONCLUSION

The formation of the Paya Ilang market has been carried out as much as possible. The trading place made by the Regional Technical Implementation Unit is considered to lack road access and a dark white building room, so buyers do not know there are traders in the building. In this case, it is hoped that there will be a renovation of the white building involving traders so that this improvement is approved and there is no blaming each other so that traders no longer protest or act defiantly and are willing to use the facilities provided.

The number of traders who do not obey the rules and sell on the side of the road makes the parking area in front of the white building lacking and narrow so that road access is always congested. The UPTD government has also acted against traders, but they still sell on the side of the road. With this, the government of the trade office and the Regional Technical Implementation Unit must provide directions to traders regarding awareness of the comfort and cleanliness of the place of sale.

There is a lack of awareness among Paya Ilang market traders regarding a comfortable, clean, and sun-protected place of sale. Lack of understanding that is still reluctant to comply with government regulations on the prohibition of selling in places that disrupt public order is inseparable from the lack of ability of supervisors to take firm action against violations that occur. This happens because, until now, strict sanctions have not been determined. The opportunities that the Paya Ilang Takengon market in Central Aceh Regency has been the Paya Ilang Market Management plan in Central Aceh Regency together with traders, sub-districts, districts, and the Central Aceh Regency government will fix the market, organize the market, supervise the market and revitalize it later. With the revitalization of the market, the problems that have been described above will be overcome.

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