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Jurnal Ilmu Pemerintahan

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Local government strategy in managing traditional markets in The City of Pariaman, Indonesia

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Abstract

The rationale for conducting this research stems from the observation that the government's efforts in administering the Pariaman traditional market have not been fully optimised, leading to inefficient development strategies aimed at enhancing the regional revenue of Kota Pariaman. The objective of this study is to examine the local government's approach to administering traditional markets in Pariaman City, Indonesia. The present study employs qualitative research methodology, specifically utilising descriptive methodologies. The application of SWOT analysis was employed throughout the many stages of data processing, data analysis, data reduction, and drawing conclusions. The results of this study indicate that (1) infrastructure facilities such as playgrounds can be an attraction for, (2) good organizational governance, (3) Being able to create tourism-based innovations, (4) Providing freedom to rent shops for yellow card owners so that they get full benefits from the sales proceeds, (5) conduct socialization to all yellow card owners, (6) carry out repairs to leaky buildings, (7) conduct training to improve employee performance, (8) make regulations regarding shop rental fees, (9) improve supervision so that visitors are more comfortable, (10) Improve facilities and infrastructure in traditional markets in dealing with home industry (11) Involving security officers to carry out their functions in controlling morning market traders and street vendors around Pariaman tradisional market, (12) taking action against elements who set prices for renting kiosks outside the arena (13) increased supervision. it can be interpreted that the Pariaman government needs to take better steps and strategies.

Keywords: SWOT Analysis, Government Strategy, Market Management

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Introduction

The government carrying out development in various sectors is an effort to fulfill national development goals. The goal of national development is to improve general welfare. The general well-being mentioned above is necessary for the satisfaction of a person's physical, psychological and social needs of Indonesian citizens (Prasetyawati, 2018; Syafar, 2017). Therefore they can carry out their social and economic obligations and lead an orderly life (Yorisca, 2020).

Therefore, development can be understood as economic, strategic and cultural changes that are carried out consciously with political assistance (Muhammad, 2017). The ideals of building a nation that is just, prosperous and successful if realized in development. development is described as a sequence of attempts to realize growth

and change in a planned and purposeful manner taken by a nation and state towards modernity in the framework of nation-building (Chai et al., 2022; Li et al., 2022).

The growth and development of cities are inherently intertwined with the central hub of commercial activity commonly referred to as the market. The market serves as a designated space where sellers and buyers convene to engage in direct transactions. Typically, this involves a bargaining process. The physical structure of a market often comprises stalls and open spaces, which are either constructed by individual sellers or managed by market authorities. The majority of traders in these markets specialise in the sale of essential commodities, including but not limited to food ingredients such as vegetables, cosmetics, electronics, and clothing. Traditional markets hold a unique and significant role within the governance structure due to their pivotal position as the economic hub of the community. The reliance of small-scale traders on the presence of conventional markets necessitates the government, in its capacity as a regulator, to safeguard and enhance their interests (Meichio et al., 2022; Sasmita Alya Hestina et al., 2023).

Effective market development and management necessitates the implementation of robust and cohesive market management strategies (Tawse & Tabesh, 2021). This measure is implemented with the aim of cultivating a more sophisticated market environment, catering to the needs of both traders and the general public in their roles as consumers or customers (Ararat et al., 2021; Nugmanovna, 2021). The present discourse pertains to the policies established in the regulatory framework of the Minister of Home Affairs of the Republic of Indonesia, specifically focusing on the provisions outlined in Number 20 of 2012. These policies are primarily concerned with the management and empowerment of traditional markets. The regulatory framework governs multiple facets to ensure that traditional marketplaces remain accessible to consumers as cost-effective hubs for meeting their needs.

Pariaman has two types of traditional markets that can generate local revenue, namely Pariaman market and Kurai Taji market, where these two markets were previously controlled by the respective nagari which were subordinated to the adat nagari density. However, after the inauguration of the Pariaman Market to become a traditional market in 2021, the management of the Pariaman Market will be managed by the Pariaman City Government. The market in Pariaman plays an important role for the economy of the people in Pariaman which is essentially a supporting pillar of the regional economy. The existence of the market must be regulated by a set of rules as a legal framework in its management. In addition, the community's economy will also increase due to activity in every market that is built.

Pasar Rakyat is one of the traditional markets in Pariaman. The traditional market was built with the aim of realizing an orderly traditional market orderly, safe, clean and healthy as community service, wheel enforcement the Indonesian economy, especially the regions and is competitive with modern shopping centers and markets. A good market can provide amenities to traders and the general public as customers. Thus, the market development and management actually requires a strategy and management of good market governance.

The rule that governs the management and empowerment of the market in Pariaman is Pariaman Mayor rule Number 13 of 2021. This regulation provides guidelines on how to effectively manage and empower the markets in Pariaman. It outlines the specific measures and strategies that should be used to ensure the successful operation and development of these markets. The administration of the Pariaman traditional market is overseen by the technical implementation unit of the

pariaman market management service, with the aim of effectively following the regulations set out by the local government of Kota Pariaman. In order to ensure that the implementation of market management aligns with the predetermined policy objectives. Based on the initial observations the author made at the Pariaman traditional market, the land area of Pariaman is around 4.56 hectares and the building area is 10.88 square meters which consists of 362 kiosks that stand in an area of 530 square meters. The following is explained in the table below:

Table 1. Number of Kiosks

No	Stall	Amount
1.	1st floor	82 Units
2.	2nd Floor	132 Units
3.	3rd floor	134 Units
4.	4th floor	14 Units
Amount		362 Units

Source: Market Management Unit, 2021

This market revitalization is expected to be able to influence purchasing power and buyers feel comfortable in making transactions. But in fact, the author found several problems, namely, regarding the Pariaman City government regulations such as the existence of merchant identification cards and usufructuary cards so that traders object to carry out the rules of the government's policy. This is evidenced by the empty stalls because they were not filled by usufructuary card holders, namely around 150 stalls in the traditional market.

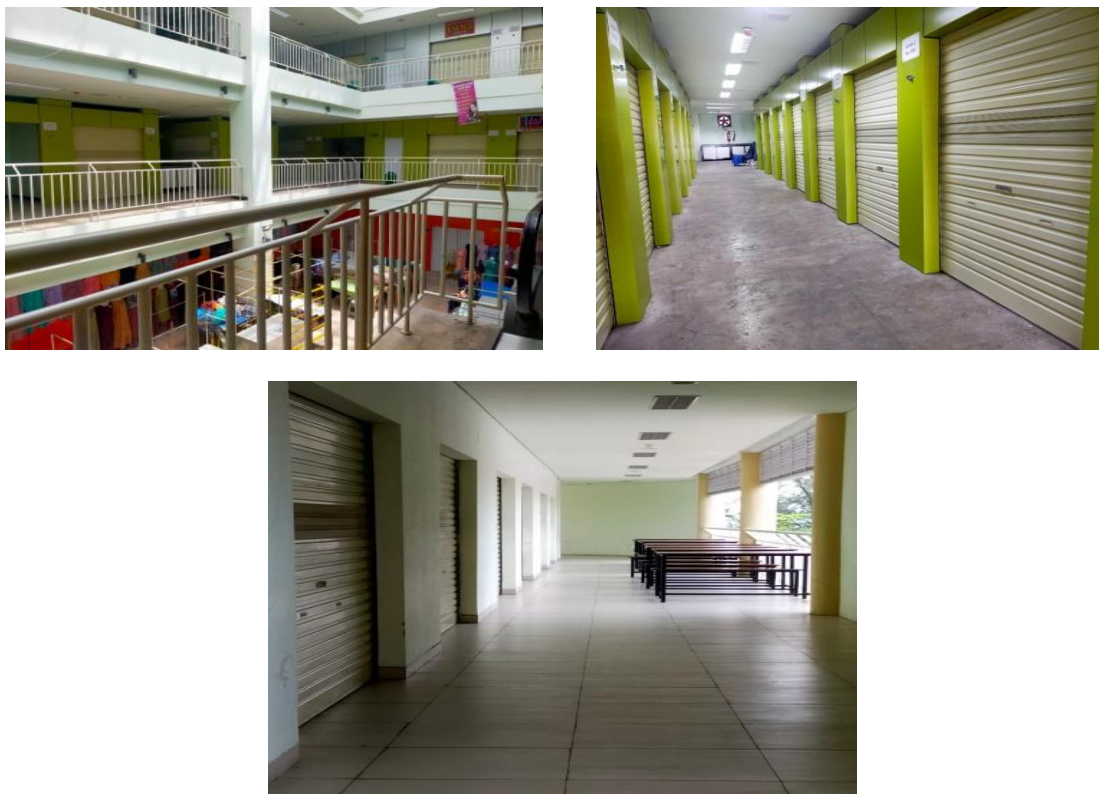


Figure 1. condition of pariaman traditional market stalls and stalls tahun 2023

Furthermore, the problem found was the inappropriate placement of the stall traders, referring to the city government policy which had determined the zoning of the placement of the stall traders (*Pariaman Mayoral Regulations Number 13 of 2021*),

namely apparel, *mukena* (headscarf) and textile traders are on the first floor, P&D traders located on the second floor, while cosmetics, pharmacy, jewelry, beauty shop, and accessories are located on the third floor. Tailors, clocks, glassware, tools, carpets, shoes and sandals, electrical and electronic equipment, toys, and plastic are all located on the third floor, then on the fourth floor is occupied by culinary traders. Because the placement of zoning stall traders must comply with predetermined rules, traders sell on the road by setting up stalls on the road so that it disrupts the activity and comfort of road users.

This is evidenced by an interview with Mr. Edi on February 7 2023 at 13.30 WIB the owner of the "*Sinar waktu*" watch shop. He said that since moving to this people's market, buying and selling had become quiet because many buyers were lazy to go to the traditional market and preferred to shop with street vendors on the road, because access was faster. An interview was also conducted with P&D trader Mr. Anwar on 7 February 2023 at 14.00 WIB. letter L which makes buyers lazy to come shopping to this second floor.

Then the author also conducted an interview with the buyer, Mrs. Roih, on February 7 2023 at 15.00 WIB. From the initial interviews above that the authors conducted, it can be concluded that buyers who shop at Pariaman Market prefer shopping at street vendors because they feel the place/zoning of the placement of these traders is not as expected.

Further interviews were also conducted with Mr. Gusti Adria, Head of Technical Implementation Unit Administration of Market Management on February 9, 2023 at 11.00 WIB, he said that Pariaman traditional market since it was inaugurated in early 2021 until now there had not been a shop rental fee levied because it was still owned by the Ministry of Public Works and Public Housing, only on December 7, 2022 received a letter of grant from the Ministry of Public Works and Public Housing, so for about 2 years there had been no income from the Pariaman traditional market for regional original income.

Based on the aforementioned interview, it can be inferred that the issue observed at the Pariaman traditional market stems from the insufficient commitment of the Pariaman City Government towards the administration of said market. Consequently, this has led to an ineffective progression of market development, thereby hindering the augmentation of Pariaman City's internal revenue. Based on the aforementioned issues, it can be inferred that the management of the traditional Market in Pariaman has not been optimal and effective. This serves as the impetus for the author to undertake a research about local government strategy in managing traditional market in Pariaman City, The study aims to elucidate the strengths and threats associated with the local government's strategy in managing traditional markets in Pariaman City, Indonesia.

Research Methods

The study employed a qualitative and descriptive approach to ascertain the SWOT analysis of the Pariaman People's Market Management Strategy in Pariaman City. Qualitative research, as conceptualised by Moleong (2017), endeavours to comprehend the experiential aspects of the study subject, encompassing behaviours, motivations, actions, and other pertinent phenomena, through the utilisation of many methodological approaches. This style of inquiry is characterised by its descriptive nature, employing verbal expressions to capture and elucidate the intricacies of the subject within a distinct and coherent natural environment. O'Gorman & MacIntosh,

(2015) propose that the utilisation of a descriptive approach is a method employed to ascertain and elucidate the characteristics of the variables under investigation within a given context. The primary objective of a descriptive study is to furnish the researcher with a comprehensive account or portrayal of the various components associated with the phenomenon being investigated, as perceived from the standpoint of an individual, organisation, industry, or other relevant source.

In order to get the necessary data for this study, the researcher employed a specific technique. The tool for data collection is as follows. The research methods employed in this study encompassed observation, interviews, and a comprehensive examination of existing literature. The data gathering technique employed in this study involved the collection of documentation data from organisational records and government legislation. Interviews were carried out with individuals who possessed comprehensive understanding of the subject matter being investigated, including workers of Pasar Pariaman Management, the Head of Market Management, the Head of Administration, administrative staff, buyers, and traders at Pasar Rakyat Pariaman. Interview data was recorded using various technologies such as notebooks, cameras, and tape recorders. The researcher conducted interviews with the head of the administration department using open-ended interviews to explore strategies for managing the Pariaman People's Market. The interviews took place in the staff room designated for market management. The interview procedure was conducted well, with the research questions being adequately addressed and the informants being had the opportunity to express themselves comprehensively and extensively. The author employs a rigorous methodology involving comprehensive and iterative interviews in order to gather precise and dependable data, hence ensuring the validity and quality of the collected information. Furthermore, a triangulation methodology was employed to validate the veracity of the collected data. The triangulation methodology is a method of data validation that involves the utilisation of an additional source or method.

Results and Discussion

Traditional markets have long been a fundamental aspect of societal existence across many regions of the globe, spanning numerous millennia. In the context of the swift advancement of contemporary markets and electronic commerce, conventional markets persist in exerting a significant influence on the regional economy and cultural fabric. Pariaman, a city located in West Sumatra, Indonesia, is renowned for its abundant historical significance and local wisdom.

The traditional marketplaces in Pariaman possess a sense of urgency that warrants attention and consideration. The sense of urgency encompasses various dimensions, namely economic, social, cultural, and environmental factors. Pariaman boasts a rich historical background in local and regional commerce, with the traditional market serving as a communal hub for the exchange of products and services. Despite the pervasive influence of the digital era on contemporary society, traditional markets continue to serve as the central hub of the informal economy, sustaining the livelihoods of several vendors and families residing in Pariaman.

Furthermore, it is worth noting that traditional markets hold significant significance in the preservation and perpetuation of local cultural heritage. In the context of conventional marketplaces, the convergence of local expertise, traditional practises, and artistic expressions intertwines with commercial transactions, fostering a robust connection between historical heritage and contemporary dynamics. Traditional

markets play a significant role in facilitating the transmission of traditional values and trading ethics to future generations through various social and cultural activities.

Traditional markets have a multifaceted influence on the environment, encompassing not only their role as venues for commercial transactions and cultural activities. The incorporation of sustainable trade practises and the utilisation of natural materials, which are frequently observed in traditional marketplaces, play a significant role in safeguarding the environment. The significance of this matter is growing in light of the challenges posed by climate change and the imperative for sustainable resource management (Lartey et al., 2021).

The present study investigates the management practises employed in traditional marketplaces located in Pariaman. Within the framework of globalisation and modernisation, possessing a comprehensive comprehension and effective administration of traditional markets would not just contribute to the preservation of local cultural and economic legacy, but also bolster Pariaman's position within the realm of sustainable trade and sustainability. *Strategic management* also includes the stream of decisions development of the most effective strategy, how to formulate strategy, how to make decisions and design programs important, likewise, it relates to determination. Decision in the present that will be able to color the future. Given the breadth of the work area covered and the complexity of the tasks involved carried out, it is not surprising that strategic management is also called comprehensive planning, systematic management or strategic planning besides that it is also a kind of philosophy, way of life and commitment (Cheng & Liu, 2020).

The implementation of management encompasses four primary functions, which are planning, organising, implementing, and supervising (Terry, 2021). Management is basically controlling and utilizing all resources according to a plan needed for or completion of a particular goal (Hofstede, 2019; Jennings & Stadler, 2015; Mao et al., 2016). Management can also be interpreted as doing something to make it more suitable and suitable with needs so that it is more useful. The concept of management refers to the process of mobilising, organising, and directing human endeavours in order to efficiently utilise resources and facilities in the pursuit of objectives (Babailov & Levchenko, 2022; Fuertes et al., 2020).

Market managers assist traders by establishing favorable market conditions that are convenient and viable for business. They also work to ensure goods are distributed evenly to maintain price stability, especially for community needs. Market Managers are market workers including market officers and cleaners (Windanastiti et al., 2021). To manage everything related to market management, a market management organization is needed. Every institution in society needs to be aware of the environment it manages.

Traditional markets are one of the public facilities that exist very important and needed by society, especially to meet basic human needs, especially in terms of food and clothing. *Pasar Rakyat* is one of the traditional markets in the city of Pariaman. The traditional market was built with the aim of realizing an orderly traditional market orderly, safe, clean and healthy as community service, wheel enforcement the Indonesian economy, especially the regions and is competitive with modern shopping centers and markets. A good market can provide convenience to traders and the general public as customers, so that market development and management actually requires a strategy and management of good market governance.

The management and empowerment of a market in general has been regulated in Pariaman Mayor Regulation Number 13 of 2021 concerning Guidelines for the

Management and Empowerment of Pariaman Markets, where these regulations have written how to manage and empower Pariaman Markets. The management of the Pariaman traditional market is carried out by the Technical Implementation Unit of the Pariaman Market Management Service, which is expected to carry out the objectives of implementing the rules determined by the Pariaman government. So that the implementation of market management can operate in accordance with the objectives of the policies that have been determined.

In conducting this research on the management of Pariaman traditional market, the chosen approach involves utilising the SWOT analysis technique. As described by Rangkuti (2015), the SWOT analysis entails the methodical identification of numerous components in order to build strategies that may effectively address problems. The analysis is grounded in logical reasoning, which aims to optimise strengths and opportunities while simultaneously minimising weaknesses and risks. In the process of evaluating the organization's strengths, shortcomings, opportunities, and limits, the following elements have been identified as significant factors in the field.

Strength in the local government strategy in managing traditional market in Pariaman City Indonesia

Strength is source power/capacity Which controlled or available for something government Which make The government is relatively superior compared to its competitors in meeting needs visitors which it serves (Farrokhnia et al., 2023; Mayang Anissa & Ratnawati Shinta, 2020). Strength emerges from resources and competence available for government. Strength is comparative for organization. Pariaman government in the management of Pariaman traditional market, where is that power found in the field that is, complete facilities and infrastructure, The Pariaman traditional market was established by the government with far more complete facilities compared to the previous traditional markets, such as escalators, elevators, lactation rooms, photo spots, shelters for evacuation protection from earthquakes and tsunamis so that these facilities can make people feel comfortable in carrying out their activities. transactions at the Pariaman traditional market. The existence of complete facilities will make the people's market the main goal of the community to process buying and selling transactions so that it can increase The original opinion of the city of Pariaman and increase economic growth for traders at the Pariaman traditional market.

Organizing governance was formed, The management of the Pariaman traditional market had established a staff organization management system in accordance with their respective duties and functions. such as the presence of 12 security officers who take turns guarding the Pariaman traditional market in 1 x 24 hours. Local apparatus organizations for traditional market management involve civil service police Unit which functions as security in the event of problems, the Transportation Service which involves parking officers who manage the parking lot and the cooperative and micro small and medium enterprises services who are in charge of zoning management of market traders as well as the Department of Public Housing, residential areas and the environment service which involves cleaning officers in market. With good governance from related organizations, the government will be able to evaluate and manage market developments in accordance with reports on activities carried out by officials in accordance with their respective duties and functions. Exemption from shop rent to yellow card holders since the Pariaman traditional market was founded, the government has not paid retribution fees for stall

rentals. So all the profits obtained by traders from buying and selling are purely for their benefit. This is done by the government so that all the stalls in the Pariaman traditional market are fully stocked and there are no more rogue traders selling outside the Pariaman traditional market. There is a map of the location of the kiosk according to the zoning. The Pariaman traditional market was made up of four floors, where the first floor is devoted to traders who sell apparel, *mukena (hijab)*, and textiles on the first floor, *P&D* traders are located on the second floor, while cosmetics, pharmacies, jewelry, beauty shop, and accessories are located on the third floor, tailoring, clocks, glassware, tools, carpets, shoes and sandals, electrical and electronic equipment, toys, and plastics are all located on the third floor, then on the fourth floor are occupied by culinary traders. This zoning was made by the government so that there is uniformity in selling on each floor and makes it easier for buyers to make buying and selling transactions. If the buyer wants to shop for kitchen needs, they can go straight to the elevator and go up to the second floor. Supervision is routinely carried out by officers one of the things that makes a market able to develop is because of the routine supervision carried out by officers, so that any obstacles faced by traders and buyers can be immediately overcome and there is a solution from the government. This has been done by the government with regular supervision, which is once a month. The government that carries out routine supervision is civil service police unit, transportation agency and officers from the Pariaman traditional market technical implementation unit.

Weaknesses in the local government strategy in managing traditional market in Pariaman City Indonesia

Weakness is limitations or deficiencies in one or more resources or capabilities of a government relative to its competitors, which is an obstacle in meeting the needs of society in a manner effective (Longhurst et al., 2020). The size of the kiosk position was not in accordance with the initial socialization plan. Before the traditional market was established, the government conducted outreach to all yellow card holders. They explained the various types of planning for the development of the traditional market, one of which was the size and position of the stalls.

The government stated that the area of the kiosk corresponds to the area of the kiosk at the traditional market before it was demolished and the position of the kiosk was made letter L. All yellow card owners agreed to this because according to their understanding they would feel more comfortable than the traditional market they occupied before. After the traditional market was established and inaugurated, the yellow card holders were allowed to occupy their respective stalls, but the stalls they occupied were not in accordance with the initial socialization that was confirmed by the government. It turned out that the government made kiosks with various sizes, namely between 3x3 meters and 4x5 meters, the position of which was adjusted to the type of merchandise that was different from the previous size. The government also promised kiosks to be built with the letter L position, but in reality they made kiosk positions irregularly as seen in the picture below.



Figure 2. Kiosk Position 2023



Figure 3. Kiosk Position 2023

Unstable building, The building of the Pariaman traditional market should be a sturdy building because it was built in about 3 years. However, in fact, after just one week of use, leaks had occurred in various places. There was even a leak inside the vendor's stall, at the connection to the roof of the sewer, causing the traders' merchandise to get wet. Traders sell their goods was not based on the zoning rules At the beginning of the construction of the Pariaman traditional market, the government had implemented a floor zoning system according to the type of merchandise. This was done to make it easier for buyers to carry out buying and selling transactions and to ensure regularity and uniformity in the market. This rule was obeyed by traders only within one year of the inauguration of the Pariaman traditional Market. After the second year, the rules were violated by the traders where they easily moved their merchandise to the stall they wanted and rented out the stall they occupied before. The HR of the government apparatus was not in accordance with the position occupied, The development of a market must be supported by adequate human resources. Meanwhile, the educational background of several government officials who work in the market service was not in accordance with the field of work currently occupied by the position. Like the head of Gusti Adria, the Head of technical service unit Administration of Market Management graduated with a D3 degree in mechanical

engineering but was placed in a market management position so he did not know how to properly manage the development and management of the market. The number of security officers did not match the size of the building market security is a fundamental requirement to create a conducive atmosphere and as an effort to maintain comfort and security in the market. The higher the level of security in an organization, the lower the loss or danger that threatens. Determination of the number of security officers needed to meet minimum security standards. The number of security required for security at the Pariaman traditional market was at least 3 people per floor, but in reality the Pariaman traditional Market only had 12 people for the whole building. The schedule was rolling, namely 4 people in the morning-afternoon, 4 people in the afternoon and 4 more people got a holiday schedule, due to the small number of security officers, they felt overwhelmed in supervising traders and buyers at the Pariaman traditional market. There was no regulation regarding kiosk rental fees, Regulation is very important as a controller or as a control for every action taken. Therefore, the existence of regulations is very important in determining what steps to take. It had been more than three years since the Pariaman traditional market was inaugurated, but until now the government has not issued regulations related to stall rental prices so that until now there has been no additional local revenue from the traditional market stall rental fees. The rental price was too high from the owner of the yellow card to a third party, After the inauguration of the traditional market, the government allowed yellow card holders to lease back their stalls to third parties. But the government did not lay down the rules or allow yellow card owners to rent at whatever price they wanted. So that the rental prices for stalls in traditional markets were various, from a rental price of three million rupiahs to twenty- five million rupiahs. This made third party traders disappointed because they felt disadvantaged by the variety of rental prices. Lack of oversight by the government, The government supervised traders once a month. It had been carried out by related parties such as civil service police unit, Transportation Service. However, this supervision was only carried out in the first year after the inauguration of the traditional market. In the following year until now the government had only supervised when there were reports from traders. If there are no reports or problems in the field, the government will not carry out its duties in accordance with applicable regulations.

Opportunities in the local government strategy in managing traditional market In Pariaman City Indonesia

Opportunity is the main situation profitable in a government environment. The main trend is a source of opportunity (Farrokhnia et al., 2023; Longhurst et al., 2020). In the implementation of the management of the Pariaman traditional market, where opportunities were found in the field that is Spacious shelters can be made for playgrounds On the fourth floor of the traditional market, a shelter will be built which is a playground for children. This playground is built so that traditional markets are always crowded and visited by people who want to bring their children to play. The government thinks that having a visit to the playground will increase the number of visitors, indirectly improve the community's economy and increase the original income of the Pariaman area through an increase in the number of parking lots. Tourism-based traditional market, The strategic geographical location of the traditional market which is close to *Gandoriah* Beach is used as an opportunity by the government to make the traditional market based on tourism by providing traders selling Pariaman specialties such as *ladu arai pinang*, *ladu sala*, *kipang kacang* and

various traditional foods from the city of Pariaman and the famous embroidery. in the city of Pariaman. This is done so that tourists who come to *Gandoriah* beach who want to bring souvenirs can come directly to the traditional market.

Threats in the local government strategy in managing traditional market in Pariaman City Indonesia

Threats are the main situations that are not profitable in environment something government (Longhurst et al., 2020; Mayang Anissa & Ratnawati Shinta, 2020). Threat is barrier main for government in reach position Which wanted (Indryana et al., 2022; Julianda & Jamiat, 2021). In management of Pariaman traditional market, where threats found in the field that is Home industry located around the traditional market that sells cheaper merchandise Traders who sell in the people's market sell a variety of needs ranging from clothing, food and shelter. However, the types of merchandise that were sold in traditional markets were also sold by traders outside the traditional market at lower prices. These traders can sell merchandise at lower prices because they sell in their own homes so they don't have to pay for shop rent. This is what makes the traders in the traditional market become nervous because their sales volume has decreased compared to previous years. There was a morning market that operates until 10 am. The government did not act decisively against traders who sell around the people's market from 5 to 10 in the morning. At the morning market, traders sell all kitchen equipment so that people tend to shop at the morning market compared to shopping at the traditional market, which they consider goods to be more expensive. Street vendors around the market, Not only the morning market which operates until 10 am, but there were also street vendors who sold their goods by setting up tents beside and in front of the people's market. Besides setting up their tents, they also sold tricycles. This has a very negative impact on traders in traditional markets because people prefer shopping with street vendors because they don't have to bother climbing the stairs to the traditional market. Geographical location of the market close to the beach. Due to the geographical conditions of the traditional market which is close to the beach, the traders tend to be tough, meaning they tend to speak harsh words. Such a situation makes the market unable to develop because every rule made by the government is always opposed by traders. They only want the government to follow their wishes, if the government goes against what they want there will be fights between the traders and the officers.

Table 2. Matrix SWOT

IFAS	Strengths (S)	Weaknesses (W)
<p>efas</p>	<ol style="list-style-type: none"> 1. Complete facilities and infrastructure 2. Establishment of organizational governance 3. Exemption from shop rent to yellow card holders 4. Supervision is routinely carried out by officers 5. There is a map of the location of the kiosk according to the zoning 	<ol style="list-style-type: none"> 1. The size of the kiosk position is not in accordance with the initial socialization plan 2. The building is not sturdy 3. Traders sell not according to zoning rules 4. The HR of the government apparatus is not in accordance with the position occupied 5. The number of security

		<p>officers does not match the size of the building</p> <p>6. There is no regulation regarding kiosk rental fees</p> <p>7. The rental price is too high from the owner of the yellow card to third parties</p> <p>8. Lack of oversight by the government</p>
<p>Opportunity (O)</p> <p>1. Spacious shelters can be made for playgrounds</p> <p>2. Tourism-based traditional markets</p>	<p>Strategy (SO)</p> <p>Leverage strengths to seize opportunities</p> <p>Infrastructure facilities such as playgrounds can be an attraction for the community</p> <p>Good organizational governance can create tourism-based innovation</p> <p>Give the yellow card owner the freedom to rent a shop so that they can get the full benefit from the sale proceeds</p>	<p>Strategy (WO)</p> <p>Overcome weaknesses to seize opportunities</p> <p>1. Conduct outreach to all yellow card holders</p> <p>2. Rehabilitate leaking buildings</p> <p>employee performance improvement training</p> <p>4. make regulations regarding store rental fees</p> <p>5. increased supervision to make visitors more comfortable</p>
<p>Threats (T)</p> <p>1. Home industry located around the traditional that sells cheaper merchandise</p> <p>2. There is a morning market that operates until 10 am</p> <p>3. Street vendors around the market</p> <p>4. Geographical location of the market close to the beach</p>	<p>Strategy (ST)</p> <p>Harnessing strengths to deal with threats</p> <p>1. further improve the facilities and infrastructure at the traditional so that they are not inferior to home industries that are around the traditional market</p> <p>2. By involving security officers such as <i>SATPOL PP</i>, <i>DISHUB</i>, <i>SATPAM</i> so that they carry out their functions in controlling morning market traders and street vendors who are around the Pariaman traditional Market</p>	<p>Strategy (WT)</p> <p>Minimizing weaknesses to defend against threats</p> <p>1. Make regulations for renting kiosks</p> <p>2. Take action against individuals who set prices for kiosk rentals that are beyond logic</p> <p>3. Increased supervision so that morning market traders and street vendors do not sell freely around the traditional market</p>
threat external	For overcome threat	avoid threat

Source: Primary data processed by the author in 2023

The aforementioned table provides an explanation of the local government's

approach to managing traditional markets in Pariaman City, Indonesia, utilising strategy analysis, namely the SO Strategy (Strengths Opportunities). The strength-opportunity (SO) strategy entails leveraging internal strengths to capitalise on external opportunities. As part of this approach, certain alternative strategies are suggested, such as utilising infrastructure facilities like playgrounds to attract the local community, and fostering good organisational governance to foster innovation in the tourism sector. Granting the yellow card holder the opportunity to lease a commercial space would enable them to maximise their gains from the sales revenue. The Weaknesses Opportunities (WO) strategy is a framework that focuses on identifying and addressing the weaknesses of an organisation while simultaneously capitalising on the opportunities available to it. The WO strategy, also known as the weakness-opportunity strategy, is a strategic approach that seeks to address internal shortcomings of a programme by capitalising on external possibilities. Several strategies that have been suggested as part of the opportunity weakness strategy include: conducting outreach to all individuals holding yellow cards, rehabilitating buildings that are experiencing leaks, providing employee performance improvement training, implementing regulations pertaining to store rental fees, and enhancing supervision to enhance visitor comfort. The ST Strategy, also known as Strengths Threats analysis, is a framework commonly used in strategic management to assess the internal strengths and external threats of an organisation. This analysis helps organisations identify their competitive advantages and potential risks in order to develop effective strategies. The ST strategy is a strategic approach that leverages internal strengths in order to mitigate or minimise the influence of external threats. One of the options suggested as a means of addressing strengths and threats is to enhance the facilities and infrastructure at the local market, ensuring that they are on par with the surrounding home industry in the conventional market. By engaging security personnel, such as the civil service police unit and the Department of Transportation's security unit, the aim is to ensure that they effectively fulfil their responsibilities in regulating the activities of morning market sellers and street vendors located in the vicinity of the Pariaman traditional market. The strategy for the WT (World Trade) can be analysed and evaluated from an academic perspective. The WT strategy is a strategic approach that seeks to enhance internal deficiencies within programmes while mitigating external dangers. There are multiple tactics that are commonly advised as components of the weakness-threat strategy, specifically: Developing Regulations for renting kiosks implementing measures to address the issue of persons who establish rental fees for kiosks that deviate from rationality. Enhanced oversight measures are necessary to restrict the unrestricted sale activities of morning market dealers and street vendors in the vicinity of the traditional market.

Conclusion

Based on the research results, the following research conclusions can be obtained; The strengths of the technical service unit market management in managing the Pariaman traditional market are as follows. Complete facilities and infrastructure; Establishment of organizational governance; Exemption of shop rent for yellow card owners; Routine supervision carried out by officers; There is a map of the location of the kiosk according to the zoning. Weaknesses of technical service unit market Management in managing Pariaman traditional Market are as follows: The size of the kiosk position is not in accordance with the initial socialization plan; The building is not sturdy; Traders sell not according to zoning rules; apparatus administration is not in

accordance with the position occupied; The number of security officers does not match the size of the building; There is no regulation regarding kiosk rental fees; The rental price is too high from yellow card owners to third parties; Lack of supervision by government. Opportunities owned by technical service unit market management in managing Pariaman traditional Market are as follows: Large shelters can be made for playgrounds; Tourism-based people's markets. The threats that technical service unit market Management has in managing Pariaman traditional Market are as follows; Home industry around the traditional market that sells cheaper merchandise ; There is a morning market that operates until 10 am; Foot traders five around the market; Geographical location of the market close to the beach. Strategies that can be carried out by the technical service unit of market management in the management of the Pariaman traditional Market are as follows.

The SO (*Strengths Opportunities*) strategy, namely: infrastructure facilities such as playgrounds can be an attraction for the community, good organizational governance can create tourism-based innovations, provide freedom to rent shops for yellow card owners so that they get full benefits from sales. The WO (*Weaknesses Opportunities*) strategy , namely: Conducting outreach to all yellow card owners, re-repairing leaking buildings, holding training to improve employee performance, making regulations regarding store rental fees, increasing supervision so that visitors are more comfortable. The ST (*Strengths Threats*) strategy , namely: Increasing facilities and infrastructure at traditional markets so that they are not inferior to *home industries* around the traditional markets, by involving security officers such as civil service police unit, Department of Transportation, security unit so that they carry out their functions in controlling morning market traders and traders street vendors around Pariaman traditional Market. The WT (*Weaknesses Threats*) strategy , namely: Making regulations for renting kiosks, taking action against elements who set prices for renting kiosks that are beyond logic, increasing supervision so that morning market traders and street vendors do not sell freely around the traditional market. The suggestions that can be given for the smooth local government strategy in managing traditional market in pariaman city Indonesia are as follows: The government must really be responsible as a manager in the management of the Pariaman traditional Market, so that the management of the Pariaman traditional runs smoothly and the goals and objectives of managing the Pariaman traditional market are achieved as much as possible. The government should pay more attention to inputs and all complaints submitted by the public so that the Pariaman traditional Market can be more developed, the government should also conduct more outreach about the management of the Pariaman traditional Market to the people of Pariaman City so that people know what are the rules in market management. Merchants must be able to maintain market price stability, as well as maintain security, order and comfort so that consumers who visit the traditional market in Pariaman City feel safe and comfortable.

Academic advice, This research is expected to be a reference for further research that conducts research related to the local government strategy in managing traditional market in pariaman city Indonesia both from the aspects of management, evaluation, implementation and other aspects. This research should be used as a reference for technical service unit market management in order to improve the management of the Pariaman traditional market, improve the economy and create a society that has a creative entrepreneurial spirit.

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