

## Implementation of Traditional Market Transformation Policy Towards Modernization: A Case Study of Cikereteg Market in Bogor Regency

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### ABSTRACT

This study explores the implementation of a policy aimed at transforming Cikereteg Market, Bogor Regency, from a traditional market into a modern one. The transformation seeks to enhance competitiveness, improve shopping convenience, ensure market safety, and upgrade service quality for both traders and consumers. A descriptive method with a quantitative approach was applied, involving 10 market management staff and 160 traders as respondents. Data were collected through interviews, observations, document review, questionnaires, and literature studies, then analyzed using the Weighted Mean Score (WMS) method. Findings reveal that policy implementation is generally effective, though challenges remain in infrastructure, outreach, and trader adaptation. Strengthened communication, cross-agency coordination, and improved facilities are recommended for future optimization.

## INTRODUCTION

Traditional markets in Indonesia play a central role in the dynamics of the people's economy, functioning not only as centers for daily transactions but also as hubs for microeconomic activities supporting small enterprises, local traders, farmers, and fishermen. Deeply rooted in society, these markets embody communal identity, strengthen social bonds, foster local economic networks, and reflect traditional ways of life that continue to persist amidst modernization.

However, most traditional markets are still managed conventionally with limited innovation, making them less responsive to changing consumer demands. Administrative and static management systems often fail to address growing expectations for cleanliness, security, spatial order, and shopping convenience. Poor physical conditions, including narrow, muddy, and poorly organized spaces, combined with the lack of adequate facilities such as parking areas, public restrooms, and proper waste management, remain among the primary concerns of the community. This situation underscores the urgent need for modern, participatory, and adaptive management and infrastructure approaches to ensure that traditional markets remain relevant, competitive, and capable of coexisting with the growing dominance of modern markets.

As a response, both central and local governments have introduced various revitalization and transformation policies for traditional markets. One of the key policies is Bogor Regency Regional Regulation No. 11 of 2012, which governs the arrangement and development of traditional markets, shopping centers, and modern stores. This regulation seeks to establish a balanced relationship between traditional and modern retail formats.

The transformation of traditional markets involves not only physical improvements such as building renovations, stall arrangements, and enhancement of public facilities but also managerial upgrades. These include strengthening market management capacity, empowering traders through entrepreneurship training, enhancing competitiveness, and adopting digital technologies to improve efficiency and transparency—such as implementing cashless payment systems, digital transaction records, and online marketing platforms. This process aims to make traditional markets more modern, adaptive, and inclusive while preserving their cultural identity. However, the success of this transformation relies heavily on active collaboration among stakeholders, including government, market managers, traders, and the public.

## LITERATURE REVIEW

No	Authors	Title	Result
1.	(Mohammad Bustanol Husein et al., 2023)	Implementation of Pamekasan Regional Regulation Policy Number 22 of 2013 Concerning the Arrangement of Traditional Markets,	The method used in this research is a qualitative descriptive method, with a case study conducted at Kolpajung Market,

		Shopping Centers, and Modern Stores in Kolpajang Market, Pamekasan, East Java	Pamekasan Regency. The results show that the layout of the traditional Kolpajung market is still not in accordance with regional regulations, thus the market layout is still inadequate.
2.	(Yayat & Indra, 2022)	Implementation of the E-Retribution Application at the Subang Regency Regional Government Market	Based on the results of the research and discussion that has been carried out, it can be concluded that the Implementation of the E-Retribution Application in the Subang Regency Government Market in the Collection of Retributions from the Subang Regency Cooperatives, SMEs, Trade and Industry Service is based on government policy and has not yet generated optimal revenue.
3.	(Wicaksono et al., 2024)	Implementation of the Sarijadi Traditional Market Revitalization Policy by PD. Pasar Bermartabat, Bandung City	Research shows that the implementation of the Sarijadi Traditional Market revitalization policy by PD. Pasar Bermartabat Bandung City has not run as expected.

4.	(Mahatir, 2020)	Implementation of Policies on the Arrangement, Development, and Management of Traditional Markets and Modern Stores	Research shows that the presence of modern markets has threatened the existence of traditional markets. This fact is revealed, among other things, in a study by AC Nielson, which stated that modern markets have grown by 31.4%. Concurrently, traditional markets have experienced negative growth of 8%. Based on this reality, traditional markets will disappear within the next 12 years. Therefore, preventative measures are needed to maintain the sustainability of traditional markets, including the continuity of retail businesses managed by cooperatives and SMEs.
5.	(Yuliani et al., 2022)	Implementation of Street Vendor (PKL) Arrangement Policy: Case Study at Cikereteg Market, Caringin District, Bogor Regency	The results of this study indicate that the implementation of the policy of arranging and empowering street vendors shows that the results of the government's policy are very helpful for street vendors who are specifically made, but there are still

			some traders who still sell on the roadside and several factors that become obstacles that make traders refuse to be moved on the grounds that as a place of sale that has become a place for customers, this causes congestion due to buyers stopping in the middle of the road to buy their needs.
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### METHODOLOGY

This study employed descriptive methods as the primary approach to data analysis. According to Sugiyono (2020), descriptive methods are used to describe, explain, and elaborate on the characteristics of a variable in depth. The sampling technique in this study used a saturated sampling method on a population of 10 employees, then to obtain the views of 160 traders, the researcher applied a random sample.

### RESEARCH RESULT

Recapitulation of Variables for the Implementation of the Policy for Transforming Traditional Markets into Modern Markets: Case Study of Cikereteg Market Governance in Bogor Regency

Variables	Dimesional	Indicator	Market Employee		Market Trader		
			Mean	Criteria	Mean	Criteria	
	Communication	Policy Size and Objectives Used by Implementers	4,1	Good	3,02	Passably	
		Clarity and Objectives of Policy	4	Good	3,32	Passably	
		Communication on Policy Measures and Objectives	4,2	Good	3,36	Passably	
		Clarity of Information		3,9	Good	3,24	Passably
				3,37	Passably	2,96	Passably

Implementation of George C. Edward III's Policies		Regarding Policy				
	<b>Average</b>		<b>3,91</b>	<b>Good</b>	<b>3,16</b>	<b>Passably</b>
	Resource	Quantity of Number of Implementing Staff	3,8	Good	3,18	Passably
		Executive Staff Expertise	3,8	Good	3,16	Passably
		Information Relevance	3,9	Good	3,24	Passably
		Supporting Facilities or Infrastructure	4,2	Good	3,11	Passably
		Funds	4,3	Very Good	3,85	Good
		<b>Average</b>		<b>4</b>	<b>Good</b>	<b>3,30</b>
	Disposition	Implementor's Attitude Towards the Implementation Process	4,2	Good	3,74	Good
		Implementer Awareness	4	Good	3,76	Good
		Instructions or Directions for Implementers in Responding to the Program	3,9	Good	3,12	Passably
		Response Intensity or Commitment	4,43	Very Good	3,62	Good
			4,43	Very Good	3,85	Good
		<b>Average</b>		<b>4,19</b>	<b>Good</b>	<b>3,61</b>
	Bureaucratic Structure	Norms that exist in the organization	4,43	Very Good	3,62	Good
		Relationship Patterns that	4,43	Very Good	3,36	Passably

	Occur in Organizations	4,43	Very Good	3,32	Passably
<b>Average</b>		<b>4,43</b>	<b>Very Good</b>	<b>3,43</b>	<b>Good</b>
<b>Average amount</b>		<b>4,13</b>	<b>Good</b>	<b>3,37</b>	<b>Passably</b>

Based on the table above, which contains a recapitulation of the four dimensions, namely communication, resources, disposition, and bureaucratic structure, each divided into several indicators according to the supporting question items, it can be concluded that the implementation of the policy of transforming traditional markets into modern markets at Cikereteg Market, Bogor Regency, according to employee respondents, is in the "Good" category with an average score of 4.13. Meanwhile, according to respondents from the Cikereteg Market community, the implementation of this policy is in the "Quite Good" category with an average score of 3.37.

## DISCUSSION

This research on the implementation of the traditional market transformation policy into a modern market at Cikereteg Market provides an important theoretical contribution to the development of public administration, particularly in the study of public policy implementation. Based on the research findings, several points strengthen, complement, and even expand the understanding of George C. Edward III's policy implementation model, which consists of the dimensions of communication, resources, disposition, and bureaucratic structure.

### 1. Communication Dimension

Research results indicate that communication between actors, both between the government and traders and between relevant agencies, is not optimal. Many traders still do not understand the objectives of market transformation policies, leading to resistance. The theoretical implication is that these findings reinforce Edward III's view that clarity, consistency, and open communication are absolute prerequisites for policy implementation. Without effective communication, policy messages fail to reach their intended audience, leading to a mismatch between perceptions and practices on the ground.

### 2. Resource Dimension

Research found that budget constraints, infrastructure, and a limited number of personnel were the main obstacles. This situation confirms Edward III's theory that resources (both human, financial, and physical) are crucial elements in supporting policy success. The theoretical implication is that without adequate resource support, policies tend to stagnate at the discourse level and are difficult to implement effectively.

### 3. Disposition Dimension (Implementer Attitude)

Field findings indicate a commitment from some implementing officials to implement the policy, but this is not fully supported by an adequate incentive or reward system. The theoretical implication of this is the reinforcement of Edward III's concept that the disposition or attitude of implementers significantly influences the course of implementation. A positive attitude and a sense of ownership of the policy can be a driving force for success, even when faced with other limitations.

### 4. Dimensions of Bureaucratic Structure

A rigid bureaucratic structure and lack of coordination between agencies are among the obstacles identified in this study. The theoretical implication is that this research emphasizes the importance of designing an adaptive, clear, and non-overlapping bureaucratic structure, as emphasized by Edward III. Without a sound coordination mechanism, policies are easily hampered by a slow and unresponsive bureaucracy.

### 5. Additional Dimension of Community Participation

In addition to the four dimensions of Edward III, this study found that community and trader participation played a significant role in supporting or hindering policy implementation. This suggests room for further development of Edward III's theory by adding a new dimension relevant to the local context: community participation. In market transformation policies, the level of trader involvement in planning and implementation is crucial for success, so policy implementation theory needs to accommodate this participatory aspect.

### 6. Inter-Agency Coordination as a Determining Factor

This study also highlights the importance of cross-sectoral coordination between local governments, PD Pasar (Market Management Agency), villages, and security forces. The theoretical implication is that the Edward III model can be expanded by placing greater emphasis on inter-actor coordination, as in practice, coordination is a key determinant of smooth policy implementation, particularly for multi-actor policies such as market transformation.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the research findings on the Implementation of the Traditional Market Transformation Policy to a Modern Market, a Case Study of Cikereteg Market Governance in Bogor Regency, the following conclusions were reached:

1. The implementation of the traditional market transformation policy to a modern market in Cikereteg Market is underway, but not yet fully optimized. This is evident in the persistent differences in perceptions among the government, market managers, and traders regarding the policy's objectives and mechanisms.
2. Factors hindering policy implementation include limited human resources and infrastructure, low trader participation in supporting the policy, a lack of clear and continuous outreach, weak coordination between relevant

agencies, and budget constraints. These factors hinder the realization of a modern market that is orderly, clean, and meets standards.

3. Efforts made by relevant agencies include increasing outreach to traders and the community and providing supporting facilities, although these are still limited.

Based on the research results and conclusions presented, the author offers the following recommendations:

1. For the Bogor Regency Government:

Strengthen the implementation strategy for the transformation of traditional markets into modern markets by conducting regular evaluations, improving inter-agency coordination, and allocating adequate funding for the development of market infrastructure.

2. For Relevant Agencies (Bogor Regency, Perumda Market Tohaga, and PD Market Cikereteg):

Increase the intensity of outreach to traders and the public regarding the market transformation policy, strengthen two-way communication patterns, and involve more parties in planning and implementation to achieve a shared understanding.

3. For Market Vendors:

Vendors are expected to be more proactive in supporting government policies by maintaining cleanliness, maintaining orderly administration, and adhering to modern market governance regulations. Active trader participation is crucial in realizing a healthy, clean, and orderly market.

## **ADVANCED RESEARCH**

This study still has limitations, particularly in terms of its scope and dimensions of analysis. Therefore, future research is expected to expand the study to other traditional markets in Bogor Regency or utilize other policy implementation theories to enrich the analytical perspective.

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