

Implementation of Traditional Market Management Policy at Inpres Manonda Market, Palu City

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Abstract

Purpose: This study aims to explain the implementation of traditional market management policy at Inpres Manonda Market, Palu City.

Methodology/Approach: A descriptive qualitative approach was applied, with research conducted at the Department of Trade and Industry of Palu City. Data were collected through observation, interviews, and documentation, and analyzed through data reduction, data display, and conclusion drawing.

Results/Findings: The study found that policy implementation still faces challenges, especially in market order and cleanliness. Despite coordination with Satpol PP, the Armed Forces, and the Transportation Agency, many vendors continue selling on the roadside, causing congestion. Cleanliness remains suboptimal due to garbage accumulation and lack of trash bins. Supporting factors include officer commitment and agency collaboration, while barriers are limited skilled personnel and inadequate infrastructure.

Conclusion: The implementation of the Inpres Manonda Market management policy has not been fully effective. Strong institutional support exists, but weaknesses in infrastructure and human resources hinder optimal results. Addressing these gaps is crucial for better governance and sustainable local economic development.

Limitations: The study is limited to one market, so findings are not representative of all traditional markets in Palu City. The qualitative method also relies heavily on perceptions and observations.

Contribution: This study provides empirical evidence on barriers and supporting factors in policy implementation, offering practical input for local governments and theoretical insight into the interaction of institutional support and infrastructure readiness.

Keywords: Policy Implementation, Traditional Market Management

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1. Introduction

Traditional markets play a crucial role in the regional economy, particularly as centers of commercial activity that support community growth. Along with the development of society, markets have not only functioned as places for transactions between sellers and buyers but also served as drivers of broader economic activity (Fitriyati, Adnan, & Yuwono, 2017). However, in their management, traditional markets often face various challenges arising from the market environment, such as inadequate facilities, disorderly placement of traders within selling areas, limited parking spaces that frequently encroach on road shoulders and cause traffic congestion, neglected market cleanliness, and increasing competition from modern markets that continue to expand. These conditions present significant challenges in maintaining the existence of traditional markets so that they remain viable, accessible to all segments of society, and aligned with local community needs (Amelia, 2020).

Based on Peraturan Presiden RI No 112 (2007) concerning the structuring and development of traditional markets, shopping centers, and modern retail stores, a traditional market is defined as a market built and managed by the central government, regional governments, private entities, state-owned enterprises, and regionally owned enterprises, including cooperation with the private sector. Such markets consist of business units in the form of shops, kiosks, stalls, and tents owned or managed by small- and medium-sized traders, community-based enterprises, or cooperatives operating on a small scale with limited capital, where buying and selling activities are conducted through bargaining. According to Azizah (2019), a traditional market is a place where sellers and buyers meet directly to conduct transactions, which are generally accompanied by a bargaining process. Similarly, Sudrajat, Sumaryana, Buchari, and Tahjan (2018) state that traditional markets are public facilities with an essential role and are highly needed by the community, particularly to fulfill basic human needs, such as clothing and food.

According to data from the Central Bureau of Statistics (BPS) of Palu City in 2024, there are ten markets in Palu City spread across six districts, consisting of five daily and five weekly markets. All these markets are the focus of attention of the Palu City Department of Trade and Industry, particularly regarding their management. Inpres Manonda Market was selected as the research location because it is the largest traditional market in Palu City and has the highest level of trading activity compared to other markets. Its strategic location makes it a busy destination for traders and consumers. The Inpres Manonda Market was officially operated in 1989 by the former Level II Donggala Regional Government, although trading activities had already been taking place since the late 1970s (Utari, 2015).

The market is equipped with several supporting facilities and infrastructure, such as stall areas for vegetables, meat, fish, and clothing, among others. However, these facilities and infrastructure have not been optimally upgraded. This can be seen from the absence of market rebuilding following the 2022 fire, which caused many traders to lose their selling spaces. As a result, many traders now sell goods on road shoulders using sacks as makeshift mats, which not only leads to traffic congestion around the market but also contributes to a decline in environmental cleanliness of the area. In addition, the lack of adequate parking areas has caused visitors to park their vehicles irregularly.

To improve the quality of traditional market management, the Mayor of Palu established several important provisions regulated in Palu Mayor Regulation No. 15 of 2017. Market management under this regulation focuses on two main aspects: the implementation of orderliness and market cleanliness (Peraturan Wali Kota Palu No 15, 2017). These two aspects are emphasized as key indicators for creating an orderly and clean market. However, conditions in the field indicate that both aspects still face various obstacles, such as traders selling on road shoulders and persistent cleanliness issues in the area. On this basis, this study examines the implementation of the policy on the management of the Inpres Manonda Market in Palu City to assess the extent to which existing regulations have been implemented.

These provisions serve as guidelines for managing the Inpres Manonda Market to create a more orderly and clean market environment, thereby providing comfort for both traders and visitors. The application of these guidelines not only improves market quality but also contributes to increased trading activity and the empowerment of business actors in the market. By creating an orderly and clean market environment, the market's attractiveness as a center of community economic activity increases, which ultimately encourages sustainable regional economic growth and development (Adityanto Adityanto, 2025; Lestari Erta Br Ginting, Hanani, & suwitri, 2024).

Several studies have examined the implementation of traditional market-management policies. One such study is by Pasciana, Harlis, and Safira (2023) entitled *"Implementation of Market Management Policy at the UPTD Cikajang Market, Garut Regency."* This study aimed to analyze the implementation of policies in managing the Cikajang Traditional Market and found that the market had not yet met the management standards set by the local government. Factors inhibiting policy implementation include limited budgets, insufficient human resources, and weak communication and coordination among

relevant stakeholders. These findings are relevant to the conditions at Inpres Manonda Market in Palu City, which faces similar challenges in policy implementation, particularly in terms of cleanliness and orderliness. Although previous studies have discussed the implementation of traditional market management policies in various regions, research on traditional markets in post-disaster contexts is limited.

The case of Inpres Manonda Market is distinctive because, in addition to facing common problems such as limited facilities, trader disorder, and cleanliness issues, the market also suffered the impact of a major fire in 2022, which worsened infrastructure conditions and increased the complexity of market management. This distinguishes the present study from previous research, such as that of Pasciana et al. (2023) in Garut, where disaster factors were not a significant variable. Therefore, this study is novel in that it positions the implementation of market management policies within a post-disaster context, which requires specific strategies and more intensive inter-agency coordination. Based on the background described above, this study aims to examine the implementation of traditional market management policies at Inpres Manonda Market in Palu City and identify the supporting and inhibiting factors influencing the implementation of these policies.

2. Literature Review

2.1 Policy Implementation

Saadah (2022) argues that public policy emphasizes the importance of a deep understanding of policy processes and their implementations. Meanwhile, according to Thomas. According to Dye, public policy refers to actions or decisions taken by the government to respond to societal issues, either through active intervention or by choosing not to act. Rianto also emphasizes that in the study of public policy, implementation theory plays a crucial role in understanding how policies are formulated and applied in practice.

Fauziyah and Arif (2021) as cited in Dwi Prayitno (2022) state that policy implementation essentially represents efforts to ensure that a policy is executed effectively in order to achieve its intended objectives. In practice, two approaches can be taken: directly implementing the policy through designed programs or first formulating derivative policies as extensions of the main policy. Meanwhile, Rustiana, Kania, and Nisrinna (2022) explain that implementation constitutes one stage in the public policy process and encompasses various forms of legal products, such as laws, decrees, decisions, and regulations. The implementation model adopted in this study refers to Van Meter and Bagoes Wijaya Kusuma Tarmizi and Sugiartono (2022), who outlined several indicators that support the policy implementation process:

1. Policy Standards and Objectives

The success of policy implementation is measured by the extent to which standards and objectives are formulated realistically and aligned with socio-cultural conditions at the implementation level. A lack of understanding of the standards and objectives may lead to implementation failure.

2. Resources

Implementation success is highly dependent on the availability and management of human and financial resources. Proper planning is required to allocate resources effectively during the implementation process.

3. Characteristics of Implementing Agencies

These include organizational structure, roles and functions, coordination mechanisms, and interorganizational interactions that influence program success.

4. Disposition or Attitudes of Implementers

The attitudes of implementers play a critical role in policy execution. When implementers have positive and supportive attitudes, the likelihood of successful implementation increases significantly.

5. Inter-Organizational Communication

Effective communication fosters a shared understanding, support, and participation among stakeholders, thereby enhancing the probability of successful implementation.

6. Economic, Social, and Political Environment

External factors, such as economic, social, and political conditions, may either facilitate or hinder policy implementation. Synergy among these aspects is essential for creating a supportive

environment (Sakir, 2025; Sapariati, Widnyani, & Dewi, 2025; Saputro, Achmad, & Santoso, 2025).

2.2 Traditional Market Management

Based on the Regulation of the Minister of Home Affairs of the Republic of Indonesia No. 20 of 2012, traditional market management refers to the structuring of traditional markets, which includes planning, implementation, and control. The objectives of traditional market management are to create orderly, organized, safe, and clean markets; improve public services; position traditional markets as drivers of economic activity; and enhance their competitiveness relative to shopping centers and modern markets (Peraturan Menteri Dalam Negeri Republik Indonesia Nomor 20, 2012). Effective management of traditional markets can foster clean, orderly, safe, and comfortable market environments for traders and visitors (Amin, 2022; Izzah, 2025; Yudiyanto & Kholil, 2024).

2.3 Strengthening International Literature and the Theory–Practice Nexus

Literature on policy implementation and traditional market management is essential not only for enriching academic perspectives but also for providing an analytical framework relevant to practical conditions in the field. The reviewers emphasized that the existing literature remains predominantly local and normative in nature; therefore, more recent international references (2020–2024) are required to broaden analytical perspectives. By incorporating findings from international studies, policy implementation in traditional markets can be directly linked to real-world challenges such as limited resources, trader resistance, and socio-political environmental factors that affect policy effectiveness.

An international study by UN-Habitat (2025) emphasizes that traditional markets in many developing countries function not only as centers of trade but also as social spaces that support community solidarity. This aligns with Van Meter and Van Horn's theory, which highlights the importance of sociopolitical environments as external factors influencing policy implementation. In the context of the Inpres Manonda Market, policies issued by the Palu City Government through Mayor Regulation No. 15 of 2017 cannot be separated from community and trader support. When traders refuse to occupy official stalls and instead choose to sell on road shoulders, policies related to market orderliness become ineffective. This demonstrates the direct relevance of theory to practice: implementers' attitudes and social environments are decisive factors in policy success (Odeyale, 2020; Warsaw, Archambault, He, & Miller, 2021).

Recent literature from the FAO (2024) on traditional food markets in Southeast Asia highlights cleanliness as one of the most significant challenges faced. Poor market hygiene can reduce consumer interest and pose risks to public health. This study underscores the need for monitoring systems and adequate sanitation facilities, such as waste bins and waste management mechanisms. When linked to the post-2022 fire conditions at Inpres Manonda Market, issues such as waste accumulation and limited sanitation infrastructure illustrate the gap between policy norms and implementation. Normatively, policies emphasize the importance of clean markets; however, in practice, implementation remains suboptimal because of infrastructural constraints (DeWaal, Okoruwa, Yalch, & McClafferty, 2022; Hofman & Trevenen-Jones, 2024).

Meanwhile, the World Bank (2023) emphasizes that the success of public policy implementation is strongly influenced by institutional capacity, including the competence of human resources managing markets. Traditional markets in developing countries often face challenges related to low managerial capacity among market administrators. In the case of the Inpres Manonda Market, a limited number of competent personnel constitute a major barrier to maintaining order and cleanliness in the market. This reinforces the second indicator in the Van Meter and Van Horn model, namely, resources. The theory thus proves not merely normative but is clearly observable in the practical management of markets in Palu City (Iriani & Sanaji, 2019; Pereira, Collings, Wood, & Mellahi, 2022).

Furthermore, Chen and Zhang (2016), in their study of community markets in China, highlighted the importance of inter-organizational communication in successful policy implementation. Local governments in China collaborate with the police, transportation agencies, and health authorities to

ensure orderly market operations. Ineffective communication can lead to inconsistent policy enforcement. This practice parallels the conditions at Inpres Manonda Market, where, despite cooperation with municipal police (Satpol PP), the military, and the transportation department, violations such as roadside vending persist. This indicates that inter-agency communication has not yet functioned optimally, preventing policies from fully changing the behavior of traders.

In more contemporary literature, Boulding, Foxworth, and Verner (2025) emphasize community participation in traditional market policy implementation in Latin America. Their findings show that involving traders and communities in market planning and monitoring increases compliance with the regulations. This suggests that implementer attitudes depend not only on government officials but also on non-governmental actors. In Palu, mayoral policies should not be implemented solely through top-down approaches but must also involve traders in decision-making processes. By engaging trader associations, governments can better understand the on-the-ground realities and formulate more applicable policies.

Similarly, Khan et al. (2025) found that economic environments significantly influence policy implementation in their study of traditional markets in Bangladesh. During economic downturns, traders tend to disregard formal regulations to maintain their income, such as selling in prohibited areas. This phenomenon is also evident at Inpres Manonda Market, where traders displaced by the 2022 fire opted to sell on the streets. The Van Meter and Van Horn theory, which emphasizes economic environmental factors, thus proves relevant in explaining on-the-ground practices.

Additionally, the ILO (2020) emphasizes that traditional markets should be viewed as integral components of informal economic ecosystems that contribute substantially to employment generation. Overly repressive policies toward street vendors may exacerbate local economic conditions and worsen poverty. Therefore, policy implementation must balance orderliness and traders' economic sustainability. In Palu, enforcement efforts targeting roadside vendors should be accompanied by the provision of adequate alternative spaces to avoid resistance (Ruzek, 2015; Termeer, van Berkum, Dijkxhoorn, & de Steenhuijsen Piters, 2024; Tucker & Anantharaman, 2020).

From a sustainable development perspective, the UNDP (2024) highlights that traditional markets play a vital role in achieving the Sustainable Development Goals (SDGs), particularly Goal 8 (inclusive economic growth) and Goal 11 (sustainable cities and communities). Well-managed traditional markets can serve as hubs for inclusive local economic growth. Conversely, failed policy implementation may transform traditional markets into sources of social problems such as congestion, spatial disorder, and environmental degradation.

The conditions at Inpres Manonda Market demonstrate how suboptimal policy implementation reduces market attractiveness as a local economic center. Based on the review of the international literature above, it can be concluded that public policy implementation theory particularly the Van Meter and Van Horn model is not merely a normative concept but has tangible relevance to traditional market management practices. Policy standards, resources, implementer characteristics, implementer attitudes, inter-organizational communication, and socio-economic-political environments have been shown to influence implementation success across countries.

These factors are also relevant to the conditions at Inpres Manonda Market, which faces similar obstacles, including limited human resources, post-fire infrastructure constraints, and trader resistance. Thus, recent international literature (2020–2024) reinforces the argument that traditional market management is not merely a local issue but a global challenge faced by many developing countries. This comparative perspective provides broader insights for research in Palu while underscoring the theoretical contribution of this study by linking public policy theory with practical traditional market management.

3. Research Methodology

This study employs a descriptive qualitative approach that aims to systematically, factually, and in-depth describe phenomena occurring in the field (Kuncoro, 2013). The research was conducted at the

Department of Trade and Industry, with a specific focus on the policy for managing the Inpres Manonda Market in Palu City. The data sources used in this study consisted of primary data collected through observations, interviews, and documentation. Informants were selected using purposive sampling, meaning they were chosen based on their understanding of the management of the Inpres Manonda Market in Palu City. The main informants in this study included the Head of the Market Division, the Market Head, market traders and market visitors. The data analysis model followed three stages: data reduction, data presentation, and conclusion drawing (Sugiyono, 2015).

To strengthen the methodology, this study involved 12 informants selected purposively, comprising two officials from the Department of Trade and Industry (the Head of the Market Division and the Market Head), six traders at Inpres Manonda Market representing different commodity types (vegetables, meat, fish, clothing, basic necessities, and household goods), and four market visitors selected based on visit frequency. The criteria for informant selection included direct involvement in market activities, an understanding of market management policies, and a willingness to provide information openly. To ensure data validity, this study applied source and method triangulation, as well as member checking by reconfirming the interview results with the informants.

Ethical considerations were addressed by providing explanations regarding the research objectives, ensuring the confidentiality of the informants' identities, and obtaining voluntary consent to participate. The choice of a descriptive qualitative method was based on the consideration that this approach allows researchers to gain an in-depth understanding of the social context and dynamics of market management policy implementation, particularly in post-disaster conditions, which cannot be adequately reduced to numerical data alone but require exploration of experiences, perceptions, and interactions among the directly involved actors.

4. Results and Discussion

4.1 Implementation of the Management Policy of Inpres Manonda Market, Palu City

4.1.1 Implementation of Market Order Supervision

Based on interviews with market management officials, the implementation of market order supervision aims to maintain security and order in the market.

“Regarding the implementation of market order, the Department of Trade and Industry as the market manager involves market security officers and coordinates with related agencies, namely the Municipal Police (Satpol PP), the Indonesian National Armed Forces (TNI), and the Transportation Department, he said. The objective is to maintain security and order conditions so that all activities within the market can operate in an orderly manner.” (Head of the Market Division)

The statement from the Head of the Market Division emphasizes that maintaining order within the market environment is not solely the responsibility of internal market management but also requires collaboration with related agencies. In this case, the Department of Trade and Industry, as the primary market manager, directly involves market security personnel while coordinating with relevant institutions such as Satpol PP, TNI, and the Transportation Department. This collaboration aims to ensure the creation of an orderly market environment in which all trading activities can proceed smoothly. The involvement of multiple agencies reflects the application of collaborative governance in market management, particularly in addressing challenges such as traders violating zoning regulations, illegal parking, and other potential disturbances to public order.

However, a different perspective was expressed by another informant, who argued that the level of order at the Inpres Manonda Market remains far from satisfactory.

“Conditions in the field show that the market order is still far from being orderly. This can be seen from the large number of traders selling on road shoulders, which causes traffic congestion around the market. In addition, the lack of adequate parking areas results in people parking their vehicles indiscriminately, ultimately disrupting traffic flow in the market area.” (Market Head)

Based on the statement from the Market Head, several unresolved issues related to market order persist at the Inpres Manonda Market. One of the main problems is the continued presence of traders operating in inappropriate areas, particularly on the road shoulders. This condition not only disrupts market activities but also causes traffic congestion around the market, directly affecting the comfort of visitors and other road users as well. Moreover, the lack of adequate parking facilities is a major issue. The lack of designated parking areas forces visitors to park their vehicles in an irregular manner along the roadside.

This situation indicates that market order is not solely a matter of trader supervision but is also closely linked to infrastructure arrangements and the planning of supporting facilities that remain suboptimal. This finding is consistent with the study conducted by Putri, Nadun, Kumara, and Indrashwara (2025) which examined issues related to insufficient parking facilities that compel most visitors to park their vehicles on road shoulders. The study revealed that more than 80 percent of vehicles were forced to use such areas due to the limited number of official parking spaces provided by market management. This condition results in traffic congestion, reduced visitor comfort, and disrupted traffic flow around the market area.

These findings align with the conditions at Inpres Manonda Market, where, according to the Market Head, the absence of adequate parking facilities leads visitors to park their vehicles irregularly along the roadside. This situation subsequently triggers traffic disorder and congestion, which directly affects the smooth flow of economic activities in the market. Therefore, this study reinforces the conclusion that market order issues are not merely related to trader behavior but are also closely associated with the availability of adequate parking facilities.

4.1.2 Implementation of Market Cleanliness Supervision

The implementation of market cleanliness supervision constitutes part of the responsibilities of market management, as stipulated in Palu Mayor Regulation No. 15 of 2017. This activity aimed to create and maintain a clean environment at the Inpres Manonda Market. Such efforts require collaboration among various parties, including the Environmental Agency and market cleaning staff. *“Regarding cleanliness at Inpres Manonda Market, there are ten cleaning officers. Their duty every afternoon is to clean the market area and then dispose of the waste into temporary collection bins, which are subsequently transported by officers from the Environmental Agency.” (Market Head)*

The statement from the Market Head illustrates that cleanliness management at Inpres Manonda Market involves dedicated cleaning personnel who perform daily cleaning activities, particularly during the afternoon. These cleaning officers play a vital role in maintaining a clean and comfortable market environment for traders and visitors. The collected waste is placed in temporary storage bins before being transported by the Environmental Agency. This condition reflects the division of responsibilities between market management and related institutions in maintaining market cleanliness.

Although Palu Mayor Regulation No. 15 of 2017 clearly regulates trader zoning and market cleanliness, many traders continue to sell goods on road shoulders. This situation not only violates existing regulations but also causes traffic congestion, reduces visitor comfort, and exacerbates market cleanliness issues. Based on field observations, market cleanliness management has not been optimally implemented. Although cleaning personnel perform their duties, substantial amounts of waste remain uncollected and are merely piled along the roadside because of the lack of adequate waste bins. This condition creates an uncomfortable market environment due to unpleasant odors and negatively affects the surrounding areas. These circumstances indicate weaknesses in the waste management system, particularly in terms of infrastructure, such as the limited availability of proper waste disposal facilities in rural areas.

This finding is consistent with the perspective of Ms. Arianti, a trader at Inpres Manonda Market: *“Regarding cleanliness, there are cleaning officers and trash bins provided here, but sometimes they are insufficient to accommodate the volume of waste generated. Usually, waste is collected at around*

3:00 p.m., but occasionally there are problems for instance, there was a time when waste was only collected after two days. This causes waste accumulation.” (Ms. Arianti)

Arianti’s statement indicates that although market management has provided sanitation facilities, such as cleaning personnel and waste bins, several constraints still hinder optimal waste management. The capacity of the available waste bins is sometimes insufficient to accommodate the volume of waste produced, particularly on high-activity days. In addition, the waste collection schedule, which is usually carried out at 3:00 p.m., does not always run as planned. Delays of up to two days have occurred, resulting in waste accumulation and cleanliness issues in the market area. This demonstrates that the market waste management system still requires improvement, both in terms of waste bin capacity and the consistency of waste collection schedules.

4.2 Supporting and Inhibiting Factors in the Implementation of the Management Policy of Inpres Manonda Market, Palu City

4.2.1 Policy Standards and Objectives

Policy standards and objectives are key factors determining the success of policy implementation. Policies are designed to create conditions that are better than those previously existing, including those related to market management. The management of the Inpres Manonda Market in Palu City is based on Palu Mayor Regulation No. 15 of 2017 concerning traditional market management. This policy represents the government’s effort to strengthen the existence of traditional markets while providing optimal public services. *“As market managers, we carry out our duties in accordance with directives from the mayor. The standards applied in market management refer to Palu Mayor Regulation No. 15 of 2017 and regulations from the Ministry of Trade. In implementing our duties based on these regulations, several objectives are used as benchmarks to assess the success of market management, namely, to create orderly and clean traditional markets. These objectives are primarily directed at all traders in the Inpres Manonda Market. This is certainly not an easy task, as many traders do not comply with existing regulations. In addition to traders, these objectives also apply to the community as consumers, so that they can experience comfort while shopping at the market.” (Head of the Market Division)*

The statement from the Head of the Market Division indicates that the implementation of the established policy standards and objectives has not yet been fully optimal. The primary objective of the policy was to create an orderly and clean traditional market. However, field conditions demonstrate that the market remains far from being orderly and clean. Many traders continue to sell goods on road shoulders, causing traffic congestion and disorderly trading. From a cleanliness perspective, waste accumulation that generates unpleasant odors is frequently observed. These conditions indicate that policy objectives have not been fully realized, as evidenced by ongoing complaints from traders and visitors regarding market management services. Therefore, market management authorities are expected to implement policy targets in accordance with established standards so that the objectives of the policy can be achieved more optimally.

4.2.2 Resources

The success of policy implementation is determined by the extent to which available resources are effectively utilized. The Head of the Market Division, as the market manager, stated that market management personnel had not yet operated optimally due to their diverse educational backgrounds. *“Regarding the available resources, there are 25 personnel. In terms of numbers, this is sufficient, but the quality of human resources is still inadequate, possibly because of differing educational backgrounds. As for funding, market management is financed through the regional budget (APBD).” (Head of the Market Division)*

The statement from the Head of the Market Division indicates that although the number of market management personnel is quantitatively sufficient, their quality is inadequate. The diversity of educational backgrounds is identified as a factor influencing the capacity of human resources to manage the market effectively. This highlights the need for capacity building and professional development so that each staff member possesses the necessary understanding and skills required for market

management tasks. Furthermore, this statement confirms that funding for market management is sourced from the regional budget (APBD), indicating government support. However, the effectiveness of fund utilization is highly dependent on the quality of human resources managing the market.

4.2.3 *Characteristics of Implementing Agents*

Implementing agents represent the core of policy execution and include both formal and informal institutions involved in public policy implementation. Based on the research findings, the division of tasks and acceptance of responsibilities in market management have been well-organized and are reflected in clear lines of authority within the organizational structure. The Head of the Palu City Department of Trade and Industry is directly accountable to the Mayor of Palu City as the regional head.

The findings indicate that policy-implementing agents serve as the central actors in public policy execution, encompassing formal institutions such as the Department of Trade and Industry and informal actors operating at the field level. In the management of the Inpres Manonda Market, responsibilities and duties among implementers have been clearly delineated and formally structured within an organizational framework. This is evident from the existence of clear authority lines, whereby each implementer understands their role and responsibility. Such a clear organizational structure enables market management processes to function more effectively, as each actor is aware of their specific functions in supporting the successful implementation of traditional market management policy.

4.2.4 *Disposition of Implementers*

The attitudes of implementers toward traditional market management policies at the Inpres Manonda Market in Palu City play a crucial role in determining the success or failure of policy implementation. Implementer disposition refers to the attitudes and commitment of those responsible for executing policies, as effective implementation requires implementers with high motivation and a strong commitment to achieving established objectives. In implementing this policy, the implementers demonstrated full support for the traditional market management policy at Inpres Manonda Market by making maximum efforts and showing a strong sense of responsibility. This responsibility is reflected in their direct involvement in various field activities, such as conducting regular patrols in market areas.

The research findings indicate that policy implementers namely, market officers and those responsible for managing the Inpres Manonda Market exhibit positive attitudes and high commitment toward the enforcement of existing policies. Their strong support is reflected not only in administrative efforts but also in direct engagement in field operations. One concrete manifestation of this sense of responsibility is the routine patrols conducted in the market area. These actions demonstrate that implementers are proactive rather than passive, actively maintaining order and cleanliness as part of their responsibility to achieve the objectives of traditional market-management policies.

4.2.5 *Inter-Organizational Communication*

Communication is a critical factor in implementing traditional market management policies at the Inpres Manonda Market in Palu City. Inter-implementer communication refers to the mechanisms and procedures designed to achieve program targets and objectives. *“Communication among implementers has been well established. Regarding cleanliness, coordination is conducted with the Environmental Agency; for enforcement, with the Transportation Department; and for security, with the Municipal Police (Satpol PP). Communication and coordination are carried out through coordination meetings and via media such as WhatsApp groups or private messages among the implementers. Communication between implementers and traders is conducted directly through face-to-face information delivery.”* (Head of the Market Division)

The statement from the Head of the Market Division illustrates that communication among the parties involved in managing the Inpres Manonda Market has been functioning effectively. The Head of the Market Division explained that coordination between market management and relevant agencies such as the Environmental Agency for waste collection, the Transportation Department for enforcement, and Satpol PP for security was conducted through various communication channels. Inter-agency

communication occurs through meetings and the use of digital platforms, such as WhatsApp groups and private messaging, which facilitate efficient coordination among implementers. Additionally, communication between implementers and market traders is conducted directly in the field through verbal information dissemination methods. This effective communication structure supports more directed and responsive policy implementation and contributes to creating a more orderly and clean market environment. Smooth communication is a key indicator of successful public policy implementation.

4.2.6 Economic, Social, and Political Environment

Economic, social, and political factors are critical determinants of successful policy implementation. In this context, the traditional market management policy applied at the Inpres Manonda Market in Palu City is also influenced by these three dimensions. The implementation of this management policy has direct implications for traders' economic conditions. The research findings indicate that policy success depends not only on policy content and implementation mechanisms but also on external factors, including economic, social, and political environments.

These dimensions play a significant role in either supporting or constraining the implementation of traditional market management policies at the Inpres Manonda Market. From an economic perspective, traders' income levels and capital capacity influence their ability to comply with regulations such as zoning arrangements and cleanliness obligations. From a social perspective, work culture, trading habits, and interpersonal relationships among traders shape their responses to policy enforcement. Politically, the level of support and commitment from regional leadership, as well as policy stability, determines the consistency of market management implementation. Collectively, these factors underscore the importance of considering external environments when evaluating the effectiveness of public policy implementation.

5. Conclusion

5.1 Conclusion

The research findings indicate that the implementation of the management policy for the Inpres Manonda Market in Palu City still faces several challenges, particularly in terms of orderliness and cleanliness. Although clear regulations already exist, such as Palu Mayor Regulation No. 15 of 2017, and support has been provided by the Department of Trade and Industry, policy implementation in practice has not yet been fully effective. Disorder is still evident in the large number of traders selling in prohibited areas, such as road shoulders, as well as in the limited availability of parking space, which contributes to traffic congestion in the market area. From a cleanliness perspective, the presence of cleaning personnel and cooperation with the Environmental Agency have been established; however, piles of waste are still frequently found around markets.

This condition is caused by inadequate supporting facilities, such as insufficient waste bins and an underperforming waste transportation system. In addition, constraints arise from human resources. Although the number of personnel is relatively sufficient, differences in educational backgrounds and skills hinder the effective execution of management tasks. Nevertheless, policy implementation is supported by a well-structured organizational framework, positive attitudes among implementers, and effective communication between relevant agencies and market traders. If these obstacles can be addressed, market management has the potential to become more effective in creating an orderly and clean market environment while contributing to regional economic growth. Thus, the success of market order enforcement does not rely solely on rule enforcement but also requires improvements in infrastructure, increased awareness among traders, and sustained inter-agency collaboration.

Theoretically, this study reinforces the relevance of the Van Meter and Van Horn policy implementation model in the context of traditional market management. Indicators such as policy standards, resources, implementer attitudes, inter-agency communication, and socio-economic environmental factors have a direct influence on the effectiveness of policy implementation at Inpres Manonda Market. Therefore, this research strengthens the understanding that policy implementation theory is not merely normative

but can be applied practically to analyze the dynamics of traditional market management, particularly in post-disaster conditions.

From a practical perspective, the findings provide concrete recommendations for local governments. First, there is a need for innovation in parking management, for example, by utilizing vacant land around the market as official parking areas, supported by an electronic ticketing system to reduce congestion. Second, in terms of cleanliness, a zonation-based waste management system should be implemented, whereby each market block has designated waste collection points with scheduled waste transportation. Involving traders through cleanliness education programs and market community empowerment can serve as participatory strategies to support sustainable management. Through these measures, the implementation of the Inpres Manonda Market management policy is expected to become more effective and contribute meaningfully to improving market quality and regional economic growth in the future.

5.2 Recommendations

Based on the research findings and discussion, the following recommendations are proposed.

1. The Palu City Department of Trade and Industry is advised to provide designated parking areas around the Inpres Manonda Market so that traders and visitors can park their vehicles in an orderly and regulated manner.
2. The number of waste bins within the market area should be increased so that waste can be properly disposed of without disrupting the cleanliness or aesthetic quality of the market environment.
3. Efforts should be made to enhance the quality of human resources managing the market to support the smooth implementation of traditional market management policies at the Inpres Manonda Market.

5.3 Limitations

This study focused on only one location, namely, the Inpres Manonda Market in Palu City; therefore, the findings cannot be generalized to represent all traditional markets in Palu City. In addition, the research employs a descriptive qualitative approach with data collected through observation, interviews, and documentation, meaning that the results are highly influenced by the informants' perceptions and the researcher's observations. These limitations may affect the comprehensiveness and diversity of perspectives in describing policy implementation in broader contexts.

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