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THE COMMUNICATION STRATEGY OF THE CIVIL SERVICE POLICE UNIT IN THE RELOCATION OF TRADERS AT ANYAR MARKET, TANGERANG CITY, BANTEN PROVINCE

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ABSTRACT

The objectives to be achieved in this study are to analyze and describe the Communication Strategy of the Tangerang City Civil Service Police Unit Banten Province to Anyar Market Traders; analyze and describe the supporting factors and inhibiting factors in the Communication Strategy of the Tangerang City Civil Service Police Unit Banten Province to Anyar Market Traders; analyze and describe the efforts that hinder the Communication Strategy of the Tangerang City Civil Service Police Unit Banten Province to Anyar Market Traders. The research design used is a qualitative descriptive approach, the data collection techniques used are interviews, documentation and observation. The theory used by the author is the theory of strategy according to James Briann Quin which has dimensions including goals, policies and programs. The results of the study show that the Communication Strategy of the Civil Service Police Unit in the relocation of Anyar Market traders in Tangerang City has been running well and succeeded in moving the Anyar market traders to the relocation site provided, this has been described in accordance with the dimensions and indicators of the theory that the author uses, by having a communication strategy used by the Tangerang City Government such as bidding, socialization and dialogue with Anyar Market Traders which is carried out in accordance with conditions in the field and prioritizes the common interest. The inhibiting factors are that the relocation places are far apart; the existence of provocateurs. Supporting factors are, 1) Good coordination and

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communication with the agencies involved such as PD. Market, Indagkop, Tangerang City Metro Police, Transportation Department, Environmental Service, Kesbangpol 2) have various ways to approach such as wawaran by notifying the Traders by using cars and loudspeakers for sounding related to relocation, socialization by providing direct understanding regarding the process of moving to the relocation site and dialogue with the Anyar Market Traders regarding the obstacles faced.

Keywords: *Communication strategy; Civil Service Police Unit; Traders Relocation.*

ABSTRAK

Pedagang Pasar Anyar berjualan di luar tempat yang disediakan Pemerintah Kota Tangerang merupakan permasalahan utama di Kota Tangerang yang harus segera diselesaikan. Tujuan yang hendak dicapai dalam penelitian ini adalah untuk menganalisis dan mendeskripsikan Strategi Komunikasi Satuan Polisi Pamong Praja Kota Tangerang Provinsi Banten kepada Pedagang Pasar Anyar; menganalisis dan mendeskripsikan faktor pendukung dan faktor penghambat pada Strategi Komunikasi Satuan Polisi Pamong Praja Kota Tangerang Provinsi Banten kepada Pedagang Pasar Anyar ;menganalisis dan mendeskripsikan upaya-upaya yang menghambat pada Strategi Komunikasi Satuan Polisi Pamong Praja Kota Tangerang Provinsi Banten kepada Pedagang Pasar Anyar. Desain penelitian yang digunakan adalah pendekatan deskriptif kualitatif, Teknik pengumpulan data yang digunakan adalah wawancara, dokumentasi dan observasi. Teori yang digunakan oleh penulis adalah teori strategi menurut James Briann Quin yang memiliki dimensi diantaranya tujuan, kebijakan dan program. Hasil Penelitian menunjukkan bahwa Strategi Komunikasi Satuan Polisi Pamong Praja dalam relokasi pedagang Pasar Anyar Kota Tangerang telah berjalan dengan baik dan berhasil dengan pindahnya para pedagang pasar anyar ke tempat relokasi yang disediakan, hal ini telah diuraikan sesuai dengan dimensi dan juga indikator dari teori yang penulis gunakan, dengan memiliki strategi komunikasi yang digunakan Pemerintah Kota Tangerang seperti melakukan wawaran dengan memberitahukan kepada Para Pedagang dengan menggunakan mobil dan pengeras suara untuk sounding terkait relokasi; sosialisasi dan berdialog dengan Pedagang Pasar Anyar yang dilakukan sesuai dengan kondisi di lapangan dan mementingkan kepentingan Bersama. Adapun yang menjadi faktor penghambat yakni tempat relokasi yang berjauhan; Adanya oknum provokator. Faktor pendukung yakni, 1) Terjalin koordinasi dan komunikasi yang baik dengan instansi yang terlibat seperti PD. Pasar, Indagkop, Polres Metro Tangerang Kota, Dishub, Dinas Lingkungan Hidup, Kesbangpol 2) mempunyai berbagai cara untuk pendekatan seperti wawaran dengan memberitahukan kepada Para Pedagang dengan menggunakan mobil dan pengeras suara untuk sounding terkait relokasi, sosialisasi dengan memberikan pemahaman secara langsung terkait proses pemindahan ke tempat relokasi dan berdialog dengan Para Pedagang Pasar Anyar terkait kendala yang dihadapi.

Kata Kunci: Strategi Komunikasi; Satuan Polisi Pamong Praja; Relokasi Pedagang.

INTRODUCTION

Tranquillity is a circumstance in which an individual experiences inner peace, is free from anxiety and is devoid of fear (Eviany and Sutiyo 2023).

Tranquillity is closely related to a psychological condition that is inherently subjective. The primary determinant of tranquillity is the community. Each community has its standard for achieving tranquillity; therefore, compliance with

established regulations is crucial to creating a harmonious environment. However, regulations will inevitably give rise to challenges. Issues concerning tranquillity and public order occur across all regions, not only in major urban centres but also in remote areas. These challenges frequently emerge in the economic sector, with markets being one of the most vulnerable sectors to disruptions in tranquillity and public order. A market is a place where transactions involving the exchange of goods and services take place, fostering social interactions between sellers and buyers during the process. These interactions often lead to differences that have the potential to cause conflicts or challenges (Ilahiah and Rosyda 2022).

Market issues that disrupt tranquillity and public order arise from sellers operating outside designated areas, such as selling on sidewalks, road shoulders, and even in front of residents' homes (Tefa and Purbosiwi 2023). This behaviour among sellers occurs due to the inadequate condition of the designated market buildings, the lack of available kiosks, and their attempt to take advantage of the foot traffic in these areas. Sellers believe such locations increase their chances of attracting customers to purchase their goods (Pamplona 2022). The issue mentioned above is primarily

caused by "development." In response, the government has initiated revitalization efforts. Revitalization is undertaken to rejuvenate areas experiencing decline by addressing physical, economic, and social aspects. In carrying out this revitalization, it is crucial to recognize and leverage the environmental potential, such as historical significance, meaning, the uniqueness of the location, and the image of the place (Anggreini 2017).

Revitalization is carried out to transform the market from a place of economic transactions into a public space. This effort focuses on improving the distribution channels of the traded commodities (Alfianita, Wijaya, and Sisswidiyanto 2015). The revitalization program for traditional markets is the implementation of the mandate from Law No. 7 of 2014 on Trade, which states in Article 13 that the government, in collaboration with local governments, is responsible for developing, empowering, and improving the management quality of traditional markets.

Revitalization will proceed quickly if the government, vendors, and the community support one another. Furthermore, the success of this revitalization requires a communication strategy. A communication strategy is a foundation in an organization's efforts to achieve specific goals (Dharmmesta 2014). In this context, a communication

strategy is essential to achieving the goals set within the organization. A communication strategy is important in addressing development issues. A communication strategy in development ensures clear direction on how the development objectives will be carried out. Prior to or during the implementation of development, it is necessary to prepare a communication strategy to ensure the project is completed within the target timeframe. One of the regions facing challenges in market revitalization is the city of Tangerang.

Tangerang faces challenges in revitalization, particularly regarding the relocation of vendors at Anyar Market. Anyar Market is one of the traditional markets that has experienced a drop in quality. The physical condition of Anyar Market is deteriorating, as evidenced by lifted flooring, peeling paint, damaged roofs, non-functional leading market lights, rust, stains everywhere, and poorly maintained kiosks and facilities, giving the impression of discomfort and neglect. Due to these depreciating conditions, President Joko Widodo visited Anyar Market in 2018 (Saadatuddaraen 2023). During his visit, President Joko Widodo expressed concern over the market's condition, deeming it unsuitable to function as a trading centre. Following his commands,

through the People's Market Program and the Minister of Public Works and Housing Decree No. 1981/KPTS/M/2023 on the designation of locations for the construction, rehabilitation, or renovation of people's markets, higher education infrastructure, as well as the determination of detailed lists of names and addresses of public schools and madrasahs for the 2023/2024 fiscal year, it is hoped that the revitalization of Anyar Market will be realized promptly in 2024 (Made, 2023).

In its implementation, the Tangerang City Government adheres to Tangerang Mayor Regulation No. 08 of 2016 on the Implementation Guidelines for Regional Regulation No. 1 of 2015 concerning the Arrangement and Empowerment of Street Vendors. The local government coordinates with the relevant regional government organizations (OPD) in its implementation. The regional government organizations involved include the Anyar Market Regional Company (PD), the Satuan Polisi Pamong Praja, and the Department of Industry, Trade, and Cooperatives (Disperindagkop).

The City Government of Tangerang, together with the involved OPDs or agencies, created a timeline or schedule of activities to guide the execution of this project over the course of one year, from June 2023 to October 2024. The following is the schedule of stages for the Anyar Market development:

Table 1. Timeline for the Development of Anyar Market

No	uraian	pelaksana	juni				juli				agustus				september				oktober				november				desember				n-agustus 202				septembr				oktober				
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4					
1	pembuatan dokumen peil banjir	perumda pasar																																									
2	pembuatan dokumen appraisal asset bangunan pasar anyar	perumda pasar																																									
3	reviu DED dan presentasi pradesain bangunan pasar anyar yang baru	konsultan perencanaan																																									
4	persetujuan PUPR dengan mengeluarkan MYC	Kementrian PUPR																																									
5	kegiatan lelang pembangunan pasar anyar oleh balai PUPR Banten	Kementrian PUPR																																									
6	Lahan dan sarana relokasi sudah siap	Pemda Kota Tangerang																																									
7	sosialisasi dan pemindahan pedagang	perumda pasar																																									
8	kegiatan lelang appraisal dan pembongkaran asset bangunan pasar anyar	perumda pasar																																									
9	pembangunan pasar anyar	kementrian PUPR																																									
10	ploting penempatan pedagang ke pasar anyar yang baru	perumda pasar																																									
11	pemindahan pedagang pasar anyar dari relokasi	perumda pasar																																									
12	operasional pasar anyar	perumda pasar																																									

Source: The Tangerang Civil Service Police Unit (Satpol PP), 2023

Table 1. outlines the stages and schedule of activities designed to support the successful revitalization of the market. Relevant regional government organizations actively participate in each activity. In the schedule for the development of Anyar Market, the stages of socialization and the relocation of traders present significant challenges, as providing adequate understanding to the traders of Anyar Market is required to ensure a swift relocation process.

Anyar Market accommodates a total of 1,156 traders, consisting of various types of traders dealing with both dry and

wet commodities. This substantial number of traders poses a considerable challenge to the relocation efforts. Additionally, the government has designated several relocation sites; however, these can only accommodate 578 traders. This leaves 578 traders without allocated relocation spaces, which underscores the urgent need for the resolution of this issue (Department of Industry, Trade, Cooperatives, and Small and Medium Enterprises (SMEs) 2023).

The table below presents the plan for the temporary placement of traders, detailing several locations designated as relocation sites. These locations include Pasar Bandeng,

Laris Cibodas, Malabar, Jatake, Banjar Wijaya, and Metropolis. This placement plan facilitates the relocation process, as suitable locations have already been identified. Furthermore, the relocation sites listed below have been adjusted to align with the commodities sold by the traders. The following table provides details on the relocation sites for traders from Anyar Market:

Table 2. Designated Relocation Areas

No	1	2	3	4	5	6
Market	bandeng	Laris Cibodas	malabar	jatake	banjar wijaya	metropolis
Commodity	Basic necessities (sembako)	Basic necessities (sembako), clothing, processed food, snacks, local products (langsam), household goods and groceries, agricultural products (hasil bumi), flowers, traditional medicine (jamu), fertilizer, textiles, shoes and sandals, fishing equipment, medicines, snacks, food and beverages (mamin), grinders, beef, chicken meat, fruit, and meatball and siomay grinders.	mamin	Beef and chicken meat	Gold, basic necessities (sembako), clothing, food and beverages (mamin), beef, chicken, vegetables, kitchen spices, salted fish, and fresh fish, and basic necessities (sembako).	Gold, silver, office supplies (ATK), cosmetics, clothing, accessories, shoes, textiles, and curtains.

Source: (Department of Industry, Trade, Cooperatives, and Small and Medium Enterprises (SMEs) 2023)

Table 2. outlines the relocation sites for traders from Anyar Market, each designated according to specific commodity types. This arrangement facilitates the relocation process for both the government and the traders. In this context, the Tangerang City Government initiated a communication strategy through outreach and socialization efforts targeted at the traders of Anyar Market.

resistance from vegetable and fruit vendors, who opposed the relocation. Additionally, numerous traders protested, claiming the designated relocation sites were unsuitable. This caused widespread anxiety among the traders, as they feared a decline in income due to the perceived lack of strategic value in the relocation sites (Ade et al. 2023). On average, the traders of Anyar Market have been operating their businesses in the area for over 10 years, which has led to a sense of comfort and attachment to their current location. Furthermore, many traders lack an understanding of the objectives behind the

However, not all traders received the socialization in practice, leaving many confused and surprised by the relocation process. This lack of communication led to

relocation effort.

Ideally, the relocation process should be implemented through effective communication, ensuring traders comply with government directives. In this regard, the government must design a communication strategy that effectively achieves its objectives. To evaluate the effectiveness of the communication strategies employed by the government in the relocation of traders at Anyar Market, the researcher is interested in conducting further observation and analysis of the communication strategies employed by the Civil Service Police Unit (Satpol PP) in the trader relocation process in Anyar Market, Tangerang City, Banten Province.

THEORETICAL STUDIES

1. Strategy

Strategy is an effort to determine long-term goals or objectives while considering the allocation of resources and actions required to achieve the designated goals (Rangkuti 2006). Another definition of strategy is a series of structured actions undertaken by an organization to create a comprehensive long-term plan (Ahmad 2020). Thus, strategy can be understood as the actions or procedures used in planning and implementing long-term objectives by an organization to achieve predetermined goals.

Contrary to this general understanding, James Brian Quinn (1990), in *The Strategy Process*, defines strategy as a plan that interrelates objectives, policies, and key actions within a cohesive framework. According to Quinn, a strategy is considered adequate when it assists an organization in allocating resources according to its internal competencies and capacity to anticipate the external environment. Quinn's definition highlights three interrelated dimensions of strategy: objectives, policies, and programs. These three dimensions are interconnected and collectively contribute to achieving the agreed-upon goals. Policy refers to rules or guidelines that establish boundaries for actions. These rules are used to resolve conflicts among specific individuals or groups. Meanwhile, a program is the primary objective that can be achieved through specific actions. It relates to the limitations set by policies, the resources committed to achieving the objectives, and the provision of measurable pathways to monitor progress (Mintzberg et al. 2003). The author concludes, based on theories proposed by experts, that strategy refers to actions or efforts undertaken to achieve predetermined objectives, which are guided by the limitations outlined in the applicable policies.

2. Communication

Communication is a process that involves conveying meaning that is aligned

with the understanding or perception of the recipient. It is an activity where an individual delivers a message through a specific medium to a target audience. Upon receiving the message, the target is expected to provide feedback to the sender (Agus 2016). Communication is the process of exchanging meaning through verbal or nonverbal actions by two or more individuals (Mulyana 2015). Furthermore communication is transferring information, understanding, or meaning from one person to another, from one place to another, or from one entity to another (Andrew E. Sikula 2017).

Based on the explanations above, the author concludes that communication is a process in which a sender delivers a message, such as an idea, concept, or thought to a recipient through a specific media. This process aims to influence the recipient, prompting actions that modify their behaviour to the sender's intentions.

3. Concept of Communication Strategy

There is comprehensive literature and research on communication strategies to address issues related to the parties responsible for conducting the communication process. This process can be carried out by individuals, groups, organizations, or formal, non-formal, or

informal institutions, depending on how the communication strategy is applied. The success of communication heavily relies on the selection of an appropriate strategy. Without an effective communication strategy, the communication process may have negative consequences.

Communication strategy involves two opposing parties striving to achieve a common goal. Three key elements must be met in communication strategy: first, the communicator must convey meaning to the recipient of the message; second, the communicator must be clear in delivering the message; and third, the communicator must avoid obstacles and explore alternative methods of communication. In this context, the communicator will cease communication once both parties understand and reach a consensus on the message's meaning (Fisipol 2022).

Communication strategy refers to the optimal collaboration of all communication components, including the communicator, message, channels or media, recipient or audience, and the influence or impact created, all aimed at achieving the best possible communication outcome (Cangara 2013).

Furthermore, Communication strategy is effective planning in the delivery of messages, ensuring they are easily understood by the recipient and accepted, thereby influencing the change in attitudes or

behaviours of individuals (Effendy 2013) .

According to Cangara, the collaboration between planning and communication management is crucial to achieving specific objectives. In communication strategy, support from theory is essential because theory provides knowledge based on empirical experiences that have been validated. A communication strategy combines planning and management to reach a goal. Communication planning, within the context of a communication strategy, refers to a written document that outlines the steps to be taken and how communication should be applied to achieve the goal. This document also includes the target audience for the program, the tools to be used, and the timeframe required to achieve the objective (Cangara 2013).

According to Anwar Arifin in the book *Strategi Komunikasi*, communication strategy is a comprehensive, conditional decision regarding the actions to be undertaken in order to achieve specific objectives. To ensure effectiveness, a communication strategy must consider existing factors and circumstances (such as time and location) and potential future developments. This approach implies various methods for deliberately utilizing communication to efficiently and

effectively influence changes in the audience (Arifin 1994).

Based on the explanations above, the author concludes that communication strategy involves planning and communication management to achieve a specific objective. To accomplish this objective, the communication strategy must demonstrate how operational tasks should be carried out tactically, meaning that the approach may vary depending on the situation and conditions. Communication strategy is closely linked to the relationship between the goals to be achieved and the consequences (issues) that must be considered. It then involves planning how to address these consequences in line with the desired outcomes, or other words, the objectives to be achieved.

4. Relocation

Relocation theory examines the spatial organization of economic activities, or the geographical allocation of potential resources, as well as their relationship with or impact on various social and economic activities. The act of moving from one place to another is referred to as "relocation." One of the key revitalization activities is relocation, a component of local government policy. Revitalization is the process of revitalizing something previously underperforming or lacking spirit ("Kamus Besar Bahasa Indonesia / Departemen

Pendidikan Nasional” 2008).

Based on the explanation above, it can be understood that relocation involves transferring commercial activities to a more convenient location that does not disrupt public activities and is more orderly, ensuring the smooth operation of businesses and the comfort of the community. The transfer of industrial facilities from a developed country to a developing country or from one country to another to obtain raw materials and produce competitive products in the global market is also known as relocation. Relocation is the process of moving the planned location of an industry to a particular area where it will be established (“Kamus Besar Bahasa Indonesia / Departemen Pendidikan Nasional”2008). It can be concluded that relocation is the transfer of trading activities to a more comfortable and organized location to facilitate business operations.

5. Trader

A trader is an individual engaged in commerce. However, a "trader" refers to a person or an organization that buys and resells goods without altering their nature or responsibility to make a profit. At its core, trade is exchanging one commodity for another or money as a medium of exchange (Kamus Besar Bahasa Indonesia/Dartemmen Pendidikan

Nasional, 2008).

Trade refers to continuously buying and selling goods or services to transfer ownership in exchange for compensation. Trading institutions can be individuals or companies, such as exporters, importers, wholesalers, retailers, and other trading entities (Pemerintah Daerah 2023). A person or organization that sells goods or services to consumers, whether directly or indirectly, is referred to as a trader. Economic sociology distinguishes traders based on how the income derived from trade is utilized and managed and its relationship to family economics. Traders function as intermediaries between producers, who manufacture goods, and consumers, who utilize these goods or services. A trader is an individual or entity engaged in the buying and selling of goods or services in the market (Pemkot Yogyakarta 2009).

METHOD

The research method employed by the researcher is a qualitative descriptive method to understand the phenomena in natural conditions and to gather information developing in the field. The qualitative descriptive method is a problem-solving procedure that investigates a subject or object (individual, institution, and community) by describing or portraying the subject's current state based on observable facts (Ruslan

2003). In the qualitative descriptive method, the data sources used are obtained from primary data sources presented in the form of answers to questions (interviews) and secondary data sources derived from books, documents, or records available at the relevant office or Local Government Organization (OPD) where the research is conducted. The data presented in this study is derived from interview results, various types of reports, personal archives, and other supporting documents. In this research, the author utilized several informants to facilitate data collection. The author employed purposive sampling and accidental sampling techniques to select the informants. Purposive sampling is a method based on specific considerations to ensure that the selected sample aligns with the research objectives. Meanwhile, accidental sampling is a sampling technique based on chance encounters (Sugiyono 2017).

The operationalization of concepts in this study is based on the communication strategy theory by James Brian Quinn. In this communication strategy theory, three key factors serve as indicators for the successful relocation of vendors: objectives, policies, and programs. This qualitative research employs data collection techniques such as interviews, observations, and

documentation. The research instrument used by the researcher is the researcher, assisted by another instrument in the form of an interview guide. This guide helps remind and inform the researcher about the aspects that need to be discussed and also serves as a checklist to ensure that these aspects are addressed and questioned. The research will be conducted using a structured interview guide for data collection.

The research was conducted from January 15, 2024, to February 14, 2024, and will take place in the city of Tangerang, with a focus on the research location at the Office of the Civil Service Police Unit (Satuan Polisi Pamong Praja) of Tangerang City.

RESULTS AND DISCUSSION

1. The Communication Strategy of the Civil Service Police Unit in the Relocation of Traders at Anyar Market, Tangerang City

The issue of seller relocation in Tangerang City is a matter of public order and tranquillity within the economic sector, posing a significant challenge for the local government. This is due to various reasons and factors that make vendors reluctant to relocate. The Civil Service Police Unit (Satuan Polisi Pamong Praja) is a government agency responsible for enforcing regional or local regulations, maintaining public order, and ensuring public protection. Therefore, the implementation of vendor relocation is one of

the duties and responsibilities that the Civil Service Police Unit must carry out.

The Civil Service Police Unit of Tangerang City, as a government agency, holds the authority to contribute to the success of the revitalization of Anyar Market, which is part of the central government's agenda managed directly by the Ministry of Public Works and Public Housing (PUPR). This initiative is based on the Minister of PUPR's Decree No. 1981/KPTS/M/2023, which outlines the locations for the development, rehabilitation, or renovation of public markets, higher education infrastructure, and the detailed list of names and addresses of public schools and madrasahs for the 2023-2024 fiscal year.

The relocation of traders cannot be implemented without a clear strategy, especially by the Civil Service Police Unit (Satuan Polisi Pamong Praja), which must prioritize a persuasive, humanistic, and solution-oriented approach in carrying out its duties and functions. As implied by its name, "Polisi Pamong Praja," which translates to "guardian," the community must be considered part of a larger family. In this regard, guidance and nurturing should ensure the community can attain a proper life and livelihood (Suhendi 2021). Therefore, a strategy is required. This strategy is a form of effort or step that is

systematically planned and implemented effectively and optimally by the applicable regulations so that it can achieve the targets or objectives set by the relevant institution, in this case, the Civil Service Police Unit (Satuan Polisi Pamong Praja) of the City of Tangerang. In this regard, the Civil Service Police Unit does not focus solely on enforcement during traders' relocation but utilizes a communication strategy.

In the implementation of the relocation of traders carried out by the Civil Service Police Unit of the City of Tangerang, the author analyzes the "Communication Strategy of the Civil Service Police Unit of the City of Tangerang in the Relocation of Traders at Anyar Market, Tangerang City" using the strategy theory. According to James Brian Quinn in *The Strategy Process (Concepts, Context, Cases)*, three dimensions serve as benchmarks for strategy: (1) Objective, (2) Policy, and (3) Program. The results are then presented in the following analysis :

A. Objectives

The researcher measures the realization of the objective, which is the successful relocation of traders to Anyar Market. The Civil Service Police Unit (Satuan Polisi Pamong Praja) in achieving this objective is assessed through indicators from the objective dimension as follows:

Vision and Mission

One of the visions and missions of the Civil Service Police Unit (Satuan Polisi Pamong Praja) of Kota Tangerang is to maintain public order and peace, which can be realized through the successful relocation of traders at Anyar Market. This objective can be achieved by ensuring that the relocation process maintains the order and stability of the market.

To support this, the Civil Service Police Unit (Satpol PP) of Kota Tangerang has prepared a strategy. The first step involves mobilizing personnel to ensure that the government's goal of revitalizing Anyar Market is accomplished. In order to realize this vision, the next step is conducting outreach by informing traders using loudspeakers mounted on vehicles, which relay messages about the relocation. This is done daily to ensure that every trader is informed about the government's intentions regarding the revitalization of Anyar Market, prompting them to relocate promptly.

Additionally, an approach strategy is applied. Each Satpol PP personnel, led by the Head of Satpol PP, is tasked with personally approaching 2-3 traders, where they are encouraged to communicate persuasively and interactively. Ensures that the traders better understand the message and are more likely to act

promptly to relocate.

B. Policy

As stipulated in Government Regulation Number 16 of 2018 concerning the Civil Service Police Unit (Satuan Polisi Pamong Praja, or Satpol PP), the primary duties and functions of Satpol PP are to enforce regional regulations, maintain public order and peace, and provide community protection. These responsibilities are supported by specific policies that serve as the foundation for implementing the unit's tasks and ensuring they are carried out effectively to achieve the established goals.

To support the core duties of Satpol PP, which include maintaining public order and peace, the local government of Kota Tangerang has enacted Regional Regulation Number 8 of 2018 concerning public tranquillity, public order, and community protection. This regulation plays a crucial role in supporting the main tasks and functions of Satpol PP while encouraging community involvement to help achieve these objectives. To measure the success of the relocation of vendors from the policy dimension, the indicators for the policy dimension are as follows:

Regulation

Regulation refers to rules or legal products established by the government. Each government issues regulations for its respective region. These regulations are not

made arbitrarily; they are created to ensure the community's peace, comfort, and orderliness. This is particularly relevant to the issue of the relocation of vendors from Anyar Market in Kota Tangerang. The relocation of Anyar Market vendors is governed by regulations designed to facilitate and streamline the implementation of this activity. Tangerang City Government issued Order Number 800/11670-Bag.

Tapem. The content of the order was directed to the OPDs or agencies involved to assist in the relocation of traders. In this case, the agencies or OPDs such as the Regional Secretary of Tangerang City; Assistant for Government and Welfare; Assistant for Economy and Development, Head of PUPR Agency; Head of Trade, Cooperatives and SMEs Agency; Head of Satpol PP; Head of Transportation Agency; Head of Kesbangpol; Head of Culture and Tourism Agency; Head of Legal Section; Head of Governance Section; Head of General Section; President Director of PD. Pasar; Sub-District Heads throughout the City of Tangerang; Lurah Suka Asih; Lurah Suka Rasa and Lurah Cimone Jaya who are included in the warrant have special legitimacy to perform their duties.

The local legal product governing the relocation of vendors is not issued or created by the Satpol PP. The role and function of Satpol PP are primarily to maintain public order and community tranquillity and ensure a conducive environment during the relocation of vendors from Anyar Market. In this case, Satpol PP carries out its responsibilities by regulations. Satpol PP Kota Tangerang is actively involved in relocating Anyar Market vendors by implementing effective steps, including communication strategies through socialization and adopting a communicative and persuasive approach. These efforts aim to ensure the successful relocation of Anyar Market vendors to the designated area provided by the Tangerang City Government.

In realizing the relocation of Anyar Market vendors, the Tangerang City Government established a team for the preparation of facilities and infrastructure for the relocation of Anyar Market vendors within the Tangerang City Government environment, based on the Mayor of Tangerang's Decree Number 800-910-Disperindag/2023. This decree outlines the facilities and infrastructure required to relocate Anyar Market vendors within the Tangerang City Government area:

Table 3. Relocation Infrastructure and Facility Preparation Team for Vendors at Anyar Market within the Tangerang City Government

TEAM	POSITIONS	TEAM	POSITIONS
(1)	(2)	(1)	(2)
Director 1	Mayor of Tangerang	Handling Environmental Management (trees, parks, and weeds)	Department of Culture and Tourism
Director 2	Vice Mayor of Tangerang	Budget Management for the Relocation Activity of Anyar Market	Regional Disaster Management Agency
Person in Charge	Regional Secretary	Budget Management for the Relocation Activity of Anyar Market	Department of Culture and Tourism
Coordinator of the Monitoring Team for the Preparation of Infrastructure and Facilities for the Relocation of Pedagang Anyar Market	Assistant 1 and 2	Market Management and Other Facilities, including Environmental and Vendor Organization	Public Market Corporation (Perumda Pasar)
Coordinator of the Implementation Team for the Preparation of Infrastructure and Facilities for the Relocation of Pedagang Anyar Market	Department of Industry, Trade, Cooperatives, and SMEs (Disperindagkopukm)	Monitoring of the Relocation Process for Anyar Market	Inspectorate
Security and Enforcement	Civil Service Police Unit (Satpol PP)	Public Services in the Cleanliness Sector	Department of Environment
Intelligence	Kesbangpol Agency (National Unity and Political Agency)	Facilitation of Administrative Documents and Economic Cooperation	Head of the Economic Affairs Division
Utilization of Task Force Functions	Tangerang and Karawaci Subdistricts	Facilitation of Legal Documentation	Head of the Legal Affairs Division
Vehicle Parking	Department of Transportation	Facilitation of Public Affairs (Food and Beverages, etc.)	Head of the General Affairs Division
Facilitation of Administrative Documents and Economic Cooperation	Head of the Economic Affairs Division	Facilitation of Communication and Promotion (protocol tasks)	Head of the Public Relations Division

Source: Mayor of Tangerang City's Decree Number 800/910 Disperindag/2023

Based on table 3, regarding forming the infrastructure and facilities team for the relocation of Anyar Market vendors, the Mayor of Tangerang issued a policy through a Mayor's Decree to invite relevant regional offices (OPD) or agencies involved in the vendor relocation activities. In this context, the Tangerang City Satpol PP was included in the security, enforcement, and intelligence team. However, the Tangerang City Satpol PP continued to assist and coordinate with the involved agencies or OPDs in carrying out their duties. With the Mayor's Decree issuance, the Head of Satpol PP immediately issued orders for personnel and Satpol PP staff to join and participate in activities organized to support the Anyar Market vendor relocation process.

Standard Operating Procedure (SOP)

The relocation of Anyar Market vendors cannot be carried out aimlessly, as it may lead to conflicts between the vendors and the Satpol PP. Such issues should have been anticipated, considering the Satpol PP's negative image in the public's eyes. Therefore, the relocation

process must be executed by regulations and a Standard Operating Procedure (SOP) specifically designed for the implementation of vendor relocation in order to mitigate potential risks.

A Standard Operating Procedure (SOP) is a document that clearly and comprehensively outlines the methods to execute an activity or program within an organization or institution, which is then established as a guideline for its execution (Sumohadiwidjojo 2015). In implementing the Anyar Market vendor relocation, an SOP is essential as a guideline to ensure that activities are conducted appropriately. The Satpol PP carries out the relocation process persuasively, and the relevant SOP followed is the SOP on public order for the revitalization effort.

Based on the information obtained by the author from the Regional Market Company, the vendors have relocated to the designated locations: Mall Metropolis Town Square, Plaza Shinta, Mambo Market, and South Anyar Market. The following is the data of the vendors who have already relocated to the provided locations:

Table 4. Number of Traders at Anyar Market Relocation Sites

Tempat Relokasi	Number of Traders	Already Relocated	Not Yet Relocated
Mall Metropolis	242	95	147
Mambo Market	151	151	0
South Anyar Market	267	267	0

Source: Regional Company (PD) Market of Tangerang City

Table 4, above shows the data of vendors who have been registered and relocated to the designated places, namely Mall Metropolis, Mambo Market, and South Anyar Market. Initially, South Anyar Market was not included as a relocation site. However, because the vendors dealing with perishable goods were reluctant to move to a location far from Anyar Market, the government engaged in dialogue and discussions with the vendor representatives. As a result of these discussions, the policy was issued to designate South Anyar Market as the relocation site, particularly for vendors selling perishable goods. However, in practice, some dry goods vendors also relocated to South Anyar Market.

Following, another location was designated for vendor relocation, namely Plaza Shinta. However, most vendors hesitate to relocate there due to its distance from Anyar Market. This distance is why vendors are hesitant to move to this location. Nonetheless, some vendors relocated to Plaza Shinta, but most were street vendors from outside Anyar Market who registered and occupied the Plaza Shinta site.

The Satuan Polisi Pamong Praja of Tangerang and other relevant agencies continue to conduct outreach by informing vendors using loudspeakers and vehicles

to spread the message about the relocation. Following the Standard Operating Procedures (SOP) for revitalization activities, this approach aims to ensure the smooth execution of the relocation process.

C. Program

Human resources

Human resources are an indicator of the program dimension aimed at achieving the relocation of vendors. Human resources are one of the most important factors that cannot be separated from an organization. Human resources refers to the individuals employed within an organization as planners, implementers, and motivators to achieve the organization's goals. Human resources are crucial in executing a program or activity in this case. This also applies to the relocation of vendors at Anyar Market in Kota Tangerang, where human resources are key to the success or failure of the government's program.

In this case, human resources refer to the Satpol PP (Public Order Agency). Satpol PP supports the government program, particularly in relocating vendors at Anyar Market. This support is reflected in the personnel's educational qualifications, where Satpol PP officers hold at least a Bachelor's degree (S1/D4). Additionally, the ability to craft and deliver messages effectively is essential, ensuring that vendors understand the intent and purpose of the communication.

To support this government program, the Head of Satpol PP regularly conducts monthly leadership sessions, where they are taught and trained to enhance their communication skills with stakeholders. It is expected that these programs from Satpol PP Kota Tangerang to improve the quality of human resources will contribute to the success of the government program.

Street vendors

Street vendors are an indicator of the program dimension used to measure the success of the vendor relocation. Street vendors are business actors who engage in trade using movable or immovable business facilities, utilizing city infrastructure, social facilities, public facilities, land, and buildings owned by the government and/or private entities on a temporary or non-permanent basis (Regional Government 2023). Street vendors often perceive the Satpol PP (Public Order Agency) as an adversary. This is due to the frequent enforcement actions taken against them. However, Satpol PP officers are expected to perform their duties professionally, as Satpol PP is one of the law enforcement agencies. Their primary objective is to regulate street vendors, ensuring they operate in designated areas not to disrupt public order and the surrounding environment (Supriatna 2021). Similarly,

the street vendors around the Anyar Market area also sell along the streets, up to 100-200 meters from the market, sometimes in front of residential houses. This situation causes significant disruption to public order and comfort in the surrounding area. The unauthorized trading of street vendors leads to various negative impacts, prompting the Satpol PP to take action. The Head of Satpol PP implements a strategy to prevent street vendors from operating in these areas, ensuring that they adhere to regulations and do not disturb the surrounding environment.

In response to the actions taken by the Satpol PP, the Head of the Counseling and Outreach Section also assisted in the efforts to approach the street vendors. Specifically, this involved providing socialization to encourage vendors to register with the PD Pasar so that, after the relocation, they would secure a space within the market, thus preventing disturbances to public order and comfort in the surrounding area. Not only did the vendors within the Anyar Market area need to be socialized, approached, and informed via public announcements using vehicles and loudspeakers about the relocation, but street vendors operating around the Anyar Market area also required the same treatment. One of the Satpol PP programs is to assist the vendors in the relocation process by providing direct support to those relocating

their stalls to the designated relocation sites. This assistance includes providing operational vehicles from the Satpol PP to transport goods to the relocation site. In addition, Satpol PP personnel are also assigned to help with the physical relocation of goods and serve as drivers for the operational vehicles. This initiative helps expedite and support the smooth execution of the Anyar Market vendor relocation process. Once all vendors inside Anyar Market and the street vendors have completed the relocation, the revitalization process can proceed without further issues.

CONCLUSION

Based on the explanations, analysis, and discussions presented earlier, it can be concluded that the Communication Strategy of the Satpol PP in the relocation of Anyar Market traders in Kota Tangerang has been implemented effectively and successfully, as evidenced by the relocation of traders to the provided designated areas. This outcome has been described by the dimensions and indicators of the theory used, and the communication strategies applied were tailored to the conditions on the ground while prioritizing collective interests. In the implementation of the communication strategy by the Satpol PP in the relocation of Anyar

Market traders in Kota Tangerang, a key factor that became a challenge was the lack of training to enhance the skills and capabilities of the personnel in the Satpol PP Kota Tangerang. Some of the challenges faced are the presence of individuals who act as provocateurs among the traders and the fact that the relocation sites are scattered at considerable distances. Supporting factors include strong coordination and communication with the agencies involved in the Anyar Market revitalization program and various approaches to engage the traders. Several efforts have been made in collaboration with the relevant local government agencies (OPD) and other stakeholders to overcome both internal and external challenges, including, Conducting regular data collection on facilities and infrastructure; Engaging with influential individuals in the Anyar Market area and using a persuasive approach; Providing relocation sites closer to Anyar Market and organizing bazaars; and Utilizing social media to introduce the new Anyar Market relocation sites, ensuring that the public is informed and continues their economic activities. These efforts aim to overcome obstacles and ensure the relocation process's smooth continuation, promoting social and economic stability in the community.

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