

## COMMUNICATION STRATEGY IN ARRANGING STREET VENDORS AT AUR MARKET BUKITTINGGI CITY

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### ABSTRACT

*The problem in this article explains that there are still street vendors (PKL) who are still trading on the roadside in the area under the flyover in the market area of Bukittinggi city, causing environmental problems in the surrounding area, such as long traffic jams and the street vendors abandoning them after they have finished trading. Then the issue of the communication strategy used by the Market Management Service still needs to be maximized so that the level of awareness of street vendors (PKL) increases so that the arrangement of street vendors can be orderly. The purpose of this article is to find out communication strategies in managing street vendors (PKL) at Pasar Aur, Bukittingg City. This type of research is in the nature of this research. This research uses a descriptive qualitative method, namely explaining the research problem based on facts found in the field. The instrumentation process is carried out using a hierarchy effect model by informing and persuading street vendors regarding Regional Regulation Number 8 of 2014 concerning the management and empowerment of street vendors. The results of this article explain that to achieve success in structuring street vendors in Pasar Aur, the government should combine these three communication models proportionally. Initially, the government could use a linear model to disseminate information massively. Then, switch to a transactional model to accommodate the aspirations of street vendors. Finally, using an interactional model by actively involving street vendors in making structuring policy decisions so that the resulting solutions can be accepted and obeyed by all parties.*

**Keywords:** *Communication Strategy, Arrangement, Street Vendors.*

### ABSTRAK

Permasalahan dalam artikel ini menjelaskan masih ditemukannya pedagang kaki lima (PKL) yang masih berdagang di pinggir jalan kawasan bawah flyover di pasar aur kota bukittinggi sehingga menyebabkan permasalahan lingkungan di kawasan sekitar seperti kemacetan yang panjang dan ditinggalkannya oleh PKL setelah usai berdagang. Kemudian masalah strategi komunikasi yang digunakan oleh pihak Dinas Pengelolaan Pasar masih perlu dimaksimalkan agar tingkat kesadaran pedagang kaki lima (PKL) meningkat sehingga penataan PKL dapat tertibkan. Tujuan artikel ini yaitu mengetahui strategi komunikasi dalam penataan pedagang kaki lima (PKL) di Pasar Aur Kota Bukittingg. Adapun jenis penelitian ini bersifat Penelitian ini menggunakan metode kualitatif deskriptif, yaitu memaparkan permasalahan penelitian berdasarkan fakta yang terdapat di lapangan. Proses instrumentasi dilakukan dengan model hierarchy effect dengan cara menginformasikan dan mempersuasi pedagang kaki lima mengenai Peraturan Daerah Nomor 8 Tahun 2014 tentang penataan dan pemberdayaan pedagang kaki lima. Hasil artikel ini menjelaskan untuk mencapai kesuksesan dalam penataan PKL di Pasar Aur, pemerintah sebaiknya mengombinasikan ketiga model komunikasi tersebut secara proporsional. Pada awalnya, pemerintah dapat menggunakan model linear untuk menyebarkan informasi secara masif. Kemudian, beralih ke model transactional untuk menampung aspirasi PKL. Terakhir, menggunakan model interactional dengan melibatkan PKL secara aktif dalam pengambilan keputusan kebijakan penataan agar solusi yang dihasilkan dapat diterima dan dipatuhi oleh semua pihak.

**Kata Kunci:** Strategi Komunikasi, Penataan, Pedagang Kaki Lima.

## INTRODUCTION

Aur Market is one of the economic centers in Bukittinggi City which is a shopping destination for local people and tourists. However, the presence of street vendors (PKL) around the market area often causes problems such as traffic jams, crowding and disruption of public order. Efforts to organize Street Vendors (PKL) in this area have been carried out by the Bukittinggi City Government, but often receive resistance from traders who have occupied the selling location for generations.

Effective communication between the government and street vendors (PKL) is the main key in resolving this problem. However, misunderstandings and lack of trust from both parties often occur which can hinder the arrangement process. The government is considered to be less likely to involve the participation of Street Vendors (PKL) in formulating policies, while Street Vendors (PKL) are considered to be less cooperative and tend to maintain their existence in old selling locations. The implementation of development requires many elements that can support it, both in terms of mentality and the funds needed for the development itself.

Security and public order are sensitive issues because they involve more than one party, so they need to be handled persuasively. One of the development potentials of Bukittinggi City is the informal sector. Street vendors need to obtain guarantees, including protection, guidance and regulation in carrying out their business so that they are efficient. Every day our eyes will never be separated from the existence of street vendors who are actually found in all corners of the Bukittinggi City market.

In fact, their existence in urban society has become a characteristic from the face of city life in Indonesia. The government considers this problem quite serious because their existence cannot be ruled out or eliminated from the community's economic activities. They are people who work when the government cannot provide social security for them and they are people who work when the government is unable to provide jobs for them. This informal sector often causes problems with order, cleanliness, security (K3), and the beauty of the city. But from a buying and selling point of view It turns out that they are able to carry out the function of serving consumers.

The existence of street vendors is no longer foreign to us. Every day our eyes will never be separated from the existence of street vendors who are actually found in all corners of the city of Bukittinggi. From all the negative aspects raised by street vendors, street vendors should be able to be developed and organized so that their quality improves and can be utilized by local governments because this sector has quite potential if it is developed well.

The city of Bukittinggi is one of the trade centers in Sumatra. According to Mayor's regulation no. 1 of 2005 Article 2 concerning the determination of the classification of shops/kiosks belonging to the Bukittinggi City government, states that the market area in Bukittinggi consists of: upper market area, lower market area. and the Simpang Aur market area.

Bukittinggi City Regional Regulation No. 22 of 2004 concerning market management, article 1 paragraph 5 states "The office/department authorized to carry out market management is the Bukittinggi City Market Management Office/Department." Bukittinggi City Regional Regulation No. 22 of 2004 concerning market management, article 2 paragraph 1 states "Every individual and/or body that uses/utilizes market facilities owned/managed by the regional government must obtain written permission from the Mayor or appointed official."

Apart from that, in Bukittinggi City Regional Regulation no. 22 of 2004 article 15 paragraph 3 concerning management states that "In designated places such as alleys, shop

terraces and so on, anyone is prohibited from placing merchandise and so on."

In Mayor's regulation No. 7 of 2009 Article 17 paragraph 2 Letter a states that the Cleanliness, Security and Order (K3) Section has the task of collecting, searching, gathering and processing data and information relating to matters of market cleanliness, security and order (K3). Simpang Aur and preparing implementation policy materials as a basic work guide.

In carrying out market management activities in the city of Bukittinggi, the Bukittinggi City Market Management Service has a vision and mission, namely: "To create a market that is orderly, safe, clean and in a conducive atmosphere towards the creation of Bukittinggi as a city of trade and services" and with the mission: ( a) Creating a conducive atmosphere in improving the trading atmosphere in the market area, (b) Controlling the potential and development of the market area and (c) Improving the quality of market management resources.

Based on the explanation presented above, the authority to manage street vendors in Bukittinggi City is the Bukittinggi City Market Management Service or any person or individual who has received written permission from the Mayor or an appointed official, so that they can use or utilize facilities owned by the Bukittinggi city government. The government has implemented regulations to regulate or discipline traders who sell in places where selling is prohibited. But the traders ignored this. With various methods and efforts made by the Market Management Service to make Bukittinggi City, especially the Simpang Aur market, less than optimal. In fact, what happened at Simpang Aur Market was that there were thugs who were involved in managing it. The large number of thugs who manage street vendors makes it difficult for the authorities to regulate and discipline these street vendors.

The provision of sanctions that are not strict makes it difficult for these street vendors to be regulated or disciplined. The sanctions carried out by the Market Management Service are in the form of warning letters, these warnings were carried out 3 times. Verbal warning, 2nd warning via letters and writing, 3rd warning via letter and fine. Apart from giving warnings, the Market Management Service also approached traders to socialize the places provided by the Market Management Service. Demolition of stalls where they sell is often met with resistance from street vendors. In this case, the Market Management Service is collaborating with related agencies to help smooth control of traders, namely the Bukittinggi City Police, Satpol-PP, High Prosecutor's Office / District Court, Transportation Service and Sub Den Pom.

Based on the explanation presented above, there are problems with the monitoring function, planning function, organizing function and actuating function of the Bukittinggi City Market Management Service in controlling street vendors in the market. To find out how many street vendors there are at Simpang Aur Market, the Market Management Service only has official data on the number of street vendors. These street vendors managed by the Market Service are often also called daily field street vendors. Daily field street vendors are a form of informal business carried out by someone selling goods or merchandise that does not have a permanent place of business and can move from time to time. For further clarity, below is data on the number of street vendors managed by the Bukittinggi City Market Management Service at Simpang Aur Market.

Table 1. Number of Street Vendors in Bukittinggi City from 2021 to 2023

| No. | Market Name       | Number of Street Vendors |      |      |
|-----|-------------------|--------------------------|------|------|
|     |                   | 2021                     | 2022 | 2023 |
| 1   | Upper Market Area | 762                      | 765  | 762  |
| 2   | Lower Market Area | 610                      | 617  | 610  |

|   |                         |             |             |             |
|---|-------------------------|-------------|-------------|-------------|
| 3 | Simpang Aur Market Area | 405         | 425         | 405         |
|   | <b>Amount</b>           | <b>1777</b> | <b>1807</b> | <b>1777</b> |

Source: Bukittinggi City Market Service

The table above explains that street vendors managed by the Bukittinggi City Market Management Service have not experienced significant changes. The number of street vendors is around  $\pm 1807$  people. Data from the Bukittinggi City Market Management Service only consists of a few street vendors managed by the Bukittinggi City Market Management Service, while there is no data for street vendors managed by other individuals by the Bukittinggi City Market Management Service.

Based on the author's observations in the field, street vendors are not only managed by the market management department, but are managed by thugs. The following is a tabulation of daily street vendor data that is not recorded by the Bukittinggi City Market Management Service.

Table 2. Daily number of street vendors in the Simpang Aur Market area, Bukittinggi City

| No | Street Vendor Locations                     | Number of people |
|----|---------------------------------------------|------------------|
| 1  | Jalan Masuk Angkot Menuju Pasar Simpang Aur | 276              |
| 2  | Pinggiran Pasar Simpang Aur                 | 57               |
| 3  | Gang Antar Toko dan Antar Kios              | 55               |
|    | <b>Amount</b>                               | <b>388</b>       |

Source: Bukittinggi City Market Service

Based on table 2, it can be seen that there are 388 daily street vendors in the Simpang Aur Bukittinggi Market area. There are 276 daily street vendors at the public transportation entrance to Simpang Aur market, 57 people at the edge of Simpang Aur market and 55 people in the alley between shops and between kiosks. The daily street vendors in the Simpang Aur Market area sell irregularly only one type of merchandise, on normal days they sell snacks, fruit and so on, but when the days are approaching the fasting month they generally sell clothes, shoes, etc. hijab, with small capital. For more details, here is the data on stalls managed by the Bukittinggi City Market Management Service:

Table 3. Data on stalls at Simpang Aur Market

| No | Los Confections                   | Number of Plots | Area (m <sup>2</sup> ) |
|----|-----------------------------------|-----------------|------------------------|
| 1  | Los Confection Floor II Phase I   | 488             | 466,3                  |
| 2  | Los Confection Floor II Phase II  | 1368            | 1307,26                |
| 3  | Los Confection Floor III Phase II | 1155            | 1108,8                 |
| 4  | Los Confection Floor II Phase C   | 564             | 541,44                 |
| 5  | Los Confection al ibad floor ii   | 300             | 255                    |
| 6  | Each filtering bag M block meat   | 24              | 72                     |
| 7  | Auning AI Ibad                    | 70              | 140                    |
| 8  | Lap. Monthly Under Stairs Block B | 2               | 6                      |
| 9  | Convection block J floor II       | 250             | 375                    |
|    | <b>Amount</b>                     | <b>4221</b>     | <b>4.271,8</b>         |

Source: Bukittinggi City Market Service

On the other hand, the space provided by the Bukittinggi City Market Management Service which should be filled by traders is 4,221 stalls with a total area of 4,721.8 m<sup>2</sup>. That place should be occupied by street vendors. Even though all the stall plots provided by the Bukittinggi City Market Management Service have all been sold, most of these places are not occupied by traders to carry out buying and selling activities. Traders are reluctant to sell there. This results in the place provided by the government being neglected and unable to function as it should.

Based on the explanation presented, there are problems related to the Communication Strategy both from the monitoring aspect, planning aspect, and organizing

aspect. and the supervisory function carried out by the Bukittinggi City Market Management Service in managing street vendors at Simpang Aur Market. This condition is a challenge for the Bukittinggi City Market Management Department officials to be able to further improve street vendor management activities that are more effective and more efficient in order to increase trading activities at the Simpang Aur Market, Bukittinggi City.

### **Theoretical Basis**

#### **Communication Strategy**

Communication strategy is understood as the activities carried out by the communicator in conveying a message to the communicant with a specific purpose, with what media, what message and what effect will be achieved, ultimately what is desired is in accordance with the goal (Mudjiono, 2007: 126)

Strategy is essentially a plan to achieve a target. Targets will not be easily achieved if you do not have a strategy, because all actions require a strategy, especially in communication targets (Effendi, 2000:36). However, to achieve this target, strategy is not just a guide that gives instructions, but also shows tactics.

Macro (planned multimedia strategy) and micro (single communication medium strategy) communication strategies have a dual function (Effendi, 2000:36). That is :

1. Disseminate communication messages that are informative, persuasive and instructive in a systematic way to targets to get maximum results.
2. Bridging the "cultural gap", namely conditions that are easy to obtain and the convenience of media is so powerful, which if left unchecked will destroy the values that are built.

Communication strategy really determines success in communication. In developing a communication strategy, a leader must understand the function of communication strategy both at the macro and micro level. With a macro approach, it means that the organization is viewed as a global structure that interacts with its environment. Meanwhile, the micro approach focuses more on communication within units and sub-units in an organization. The communication required at this level is communication between group members, communication to provide orientation and training, communication to maintain the climate, and work direction and communication to determine a sense of satisfaction at work (Firdaus, 2008: 12)

#### **Arrangement (Governance)**

Governance is often translated as regulation. In the context of GCG, governance is called corporate governance. The Turnbull Report (Muh Arief Effendi, 2009:1) defines governance as a company's internal control system which has the main objective of managing significant risks in order to fulfill its business objectives through safeguarding company assets and increasing the value of shareholder investments in the long term.

The Corporate Governance Institute in Malaysia, namely the Finance Committee on Corporate Governance (GCCG), defines corporate governance as the processes and structures used to direct and manage business and company activities towards increasing business growth and corporate accountability (Muh Arief Effendi, 2009: 2).

Management, coaching, administration, administration, leadership, and so on have been interpreted by various parties in management. Despite the fact that these terms have different meanings. (Student, 2006:24).

There are five main functions in management, namely (Siswanto, 2006:3):

1. Planning, namely the process and series of activities to set goals in advance for a certain period of time and the stages/steps that must be taken to achieve these goals. Planning activities are carried out to determine the amount of work that must be carried out later. Each manager is required first to make a plan regarding the activities that must be

- carried out. Planning is an activity for selecting and connecting facts as well as an activity for making and using assumptions about the future in formulating planned activities.
2. Organizing, namely a process and series of activities in the division of work that are planned to be completed by members of a work group, determining good work relationships between them, as well as providing a conducive work environment and facilities.
  3. Directing is a series of activities that provide guidance or instructions from a superior to subordinates or to people organized in formal groups and to achieve common goals. So that the organization is always dynamic, the director must give orders and suggestions to subordinates who have been placed in positions according to their abilities. Orders and suggestions given by the director to subordinates must be clear and realistic. Because the similarity of orders and suggestions given by managers to subordinates will have a negative impact on their implementation. One of the reasons is that subordinates hesitate to carry out work so that the completion of the work will be delayed.
  4. Motivation (motivating), namely a process and series of activities carried out by a superior to provide inspiration, enthusiasm and enthusiasm for work as well as encouragement to subordinates to be able to carry out an activity properly. Directors must be aware that the motivation that encourages subordinates to work diligently and consistently differs from one individual to another. These differences are caused by differences in the motives, goals and needs of each individual to work, as well as differences in time and place.
  5. Controlling is a process and series of activities to ensure that work can be carried out in accordance with a predetermined plan and the stages that must be passed. Thus, if there are activities that are not in accordance with the plans and stages, corrective action will be taken. Controlling the implementation of work given to subordinates is not intended solely to find fault with subordinates. However, this is done to guide subordinates so that the work carried out is in accordance with the plan that has been set. In other words, control activities are intended to look for deviations so that corrective action can be taken towards a predetermined plan. This activity means that in operating its functions, the director tries to guide subordinates towards the realization of organizational goals.

### **Street Vendors**

The discussion of street vendors means that we cannot be separated from a few labor problems. Social mobility and population growth that includes the formal sector. The situation of population growth which is increasingly high and continues to increase as well as equal distribution of growth which is not parallel to population growth has an impact on social life. (thesis quote, Hudaya Alfaz: 2001).

To be clearer, the criteria for street vendors according to Sebhurahman Hidayat (2002:15) states that padagang or street vendors are small-scale trading business units that distribute goods with the main aim of creating opportunities and income for themselves and this business is limited by various factors. knowledge or education, capital and skills factors

According to Daan Damara (2002:47) states that street vendors are retail traders with small capital, low income and selling in public places such as shop fronts, on the side of the road, in parks, in markets without obtaining permission from the government.

According to Buchari Alma (2002: 120) that street vendors are people who carry out business activities with the aim of obtaining legal income on an irregular basis with limited

capabilities and are located in public places and do not have a business permit.

Street vendors or abbreviated as PKL is a term used to refer to peddlers who use carts. The term is often interpreted this way because there are five legs. The five legs are the trader's two legs plus the cart's three legs (which are actually three wheels or two wheels and one leg). The literal meaning of street vendors is also still ambiguous, because the object is not clear. A trader is a specialist in trading certain merchandise. There are cloth traders, vegetable traders, car traders, oil traders, rice traders, clothing traders, grocery traders, fish traders and many more.

### **Research Methods**

This research uses a descriptive qualitative method, namely explaining research problems based on facts found in the field. Data collection techniques are observation and documentation. The observation stage used was ordinary observation, namely through direct observation of the management process of structuring street vendors in the local markets of Bukittinggi City. The documentation stages were obtained from literature studies to complete the data analysis and strengthen the conclusions obtained as well as research reports relating to the management of street vendor arrangements at the aur market in Bukittinggi City. The unit of analysis used is street vendors in the local market of Bukittinggi City. The instrumentation process is carried out using a hierarchy effect model by informing and persuading street vendors regarding Regional Regulation Number 8 of 2014 concerning the management and empowerment of street vendors.

## **RESULTS AND DISCUSSION**

### **Discussion Analysis**

Communication Strategy in Arranging Street Vendors at Aur Market, Bukittinggi City (Case Study at Simpang Aur Market, Bukittinggi City). The government is one of the institutions that will provide community services in order to realize good governance. The government, from its duties and obligations, is responsible for providing direction and policies that can benefit the interests of the community rather than the interests of the government. This can be seen from the conditions of community needs which are further improved, so that prosperity can be achieved. This mobilization process is commonly called the management process, which is a process of leadership activities that must be carried out by influencing ways of thinking to achieve the goals that have been set by working together with people as a workforce. As well as utilizing other resources and available time in the right way. To ensure that all the work given by the leader to his subordinates can go according to plan, a leader must have the ability to guide, mentor, guide, motivate, drive the organization, establish good communication, a good source of supervision, and bring followers to the target they want to achieve according to the provisions. Next, to find out the role of the Bukittinggi City Market Management Service in managing street vendors (Case Study at Simpang Aur Market, Bukittinggi City), where this research uses 4 indicators to measure the role of managing street vendors. These indicators are Planning, Organizing, Actuating and Controlling.

### **Planning**

The planning function in question is an activity in which there is a process of selecting, making and using assumptions for the future in describing and formulating fully proposed activities to achieve the desired results.

In making a plan, the plan must have the following characteristics: (a) Simple, (b) There is a balance, (c) Includes all actions. In implementing development, the initial process that must be carried out is determining the plan that will be carried out, because

with a clear plan the policies that will be implemented will be more focused and the targets will be achieved. According to a good work plan, of course it must begin with various information, especially from those who will be the objects of the development itself. This is necessary if the development is intended for the community itself. To find out how the Bukittinggi City government plans to manage street vendors in the area. the Simpang Aur Market area, Bukittinggi City, was obtained through interviews.

The street vendors' response when they were told to move by the Satpol PP to the place that had been provided to be occupied by street vendors at the Aur Kuning Bukittinggi market was not good, because the place that had been made or planned by the Market Management Service was deemed unprofitable by the street vendors themselves because it was quiet. visitors. This analysis can be seen in the author's interview excerpt with one of the street vendors on May 8 2024:

"We don't want to move selling to the inside area of the market because many visitors or buyers only shop on the side of the road. If we move to the inside area of the market then it will be difficult for visitors or buyers and as long as there are still street vendors selling on the side of the road then "We, street vendors who sell in the area inside the market, will not sell because buyers only shop with the street vendors on the side of the road."

Based on the statement above, it can be said that the planning for controlling street vendors is not balanced and does not take into account the impact on the traders themselves because the traders feel that the available space does not provide benefits for the traders themselves.

Because the place managed by the Bukittinggi City Market Management Service is classified as an area with few visitors, for further details, the following are the results of an interview with the Head of Simpang Aur Market Management, dated 8 May 2024

"Even though we plan to control the daily street vendors at Simpang Aur Market, the conditions on the ground do not always support what we plan, as we all know, in this market there are many people who have different backgrounds. So even though we are still trying to control street vendors, there are still street vendors who don't heed it, this is one of the factors that hinders us in implementing our plans in managing street vendors."

The interview excerpt above explains that the Market Management Service's planning to regulate street vendors has not been able to adapt to the surrounding conditions, where many street vendors do not want to be managed by the Bukittinggi City Market Management Service. The Bukittinggi City Market Management Service plans for each street vendor to sell in a designated place so that it can be well organized and neat. The planning carried out by the Market Service is only limited to providing information to street vendors where they should be able to carry out buying and selling activities. The Market Management Service for the Simpang Aur Market Sector has provided coaching or training to these traders, so that they can further increase their buying and selling results, this can be seen from Quotes from an interview with the Head of Simpang Aur Market Management, May 8 2024, below:

"In the planning, we provide guidance to street vendors in the market by directing them not to sell in places that could disturb the public interest, we even control traders who are still selling in places that could disturb the public interest, that's the form of direction to street vendors. five we did"

Based on the results of interviews with informants, it can be concluded that the results of research on planning indicators still need to be improved. This is because although the Market Management Department's planning for managing street vendors is indeed a simple and easy to understand plan, this plan has not been able to adapt to the

surrounding conditions, is lacking in balance, and does not cover all actions in managing street vendors at Simpang Aur Bukittinggi Market. . Currently, the Market Management Department is collaborating with the Satpol PP team to curb street vendors who sell on the roadside under the flyover, causing negative impacts on the environment around the Aur market, such as long traffic jams and after trading activities are finished, the street vendors also leave their selling rubbish. they are on the side of the road.

### **Organizing**

Organizing is an activity in determining, grouping and arranging various activities that are considered to achieve goals. The assignment of people to this activity applies appropriate physical environmental factors and shows the relationship of authority delegated to each individual assigned to carry out the activity.

Generally, organizational issues play an important role, namely determining the work a person must do and who will do the work. Therefore, organizations must have a form and structure.

Officers involved in managing street vendors at Simpang Aur Market. The division of work of the Market Service can be seen, which involves:

1. Head of Department
2. Secretary
3. Simpang Aur Market Management Sector, oversees:
  - a. Cleanliness, Security and Order Section.
  - b. Retribution, Evaluation and Reporting Section.
  - c. Facilities and Infrastructure Development Section.

Even though the division of labor has been determined, in carrying out the arrangement of street vendors, it turns out that overlapping work cannot be avoided at the Bukittinggi City Market Service, this is because the Bukittinggi City Market Service still has an insufficient number of employees to carry out management of street vendors in the area. Simpang Aur Market, Bukittinggi, this was explained by the Head of the Simpang Aur Market Management Division, Bukittinggi, the following is an excerpt from an interview with the Head of the Simpang Aur Market Management Division, dated 8 May 2024

"Because the number of personnel is still insufficient, I feel that overlapping work is still happening at the Bukittinggi City Market Service"

Arranging Street Vendors (PKL) so that they are orderly, the Market Management Service can carry out a Communication Strategy. The following is a definition of each communication model:

1. Linear Model (One-Way Communication):

The linear model or one-way communication assumes that communication takes place linearly, from the sender (sender) to the recipient (receiver). In this model, communication occurs in one channel, where the sender conveys the message and the recipient only receives the message without any feedback or role exchange.

2. Transactional Model (Two-Way Communication):

The transactional or two-way communication model recognizes an exchange of roles between the sender and receiver. In this model, communication is considered as a dynamic process, where the sender and receiver alternately exchange roles. The receiver provides feedback to the sender, and the sender can also become a receiver when responding to the feedback.

3. Interactional Model (Two-Way Symmetric Communication):

The interactional model or symmetrical two-way communication is a development of the transactional model. In this model, communication is considered a more complex

process and involves a balanced exchange of messages between sender and receiver. Both parties have an equal role in constructing meaning and achieving mutual understanding. Communication occurs through mutual negotiation and adjustment between the sender and receiver.

In general, the linear model emphasizes one-way communication, the transactional model emphasizes two-way communication, and the interactional model emphasizes two-way communication which is more symmetrical and involves joint negotiation of meaning.

To achieve success in organizing street vendors in Pasar Aur, the government should combine these three communication models proportionally. Initially, the government could use a linear model to disseminate information massively. Then, switch to a transactional model to accommodate the aspirations of street vendors. Finally, using an interactional model by actively involving street vendors in making structuring policy decisions so that the resulting solutions can be accepted and obeyed by all parties.

## CONCLUSION

1. The Market Management Service in controlling street vendors (PKL) still needs to maximize communication strategies so that the arrangement of street vendors can be directed according to the planning of the Bukittinggi City Market Management Service
2. The Market Management Service needs to maximize supervision in managing street vendors (PKL) because there are still violations of regulations from street vendors around the market area in Bukittinggi City.
3. There is still low public awareness (street vendors) because there are still many who sell on the roadside in the area under the flyover, causing environmental problems around the market in Bukittinggi City, such as long traffic jams and rubbish left on the roadside by street vendors during their activities. trading is over
4. Cooperation must be carried out in organizing street vendors at the Aur market, starting from the market management service, Satpol PP and street vendors so that street vendors become orderly.

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