



Communication Strategy for Nagari Government Apparatus in Resolving Management Problems in the Rabaa Nagari Padang Tarok Feed Market, Baso District, Agam Regency, Indonesia

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Abstrak

This research aims to examine the communication strategies of nagari government officials in resolving nagari market management problems in Agam Regency. Agam Regency has many traditional markets spread across several regions. One of them is Rabaa Market which is located in Nagari Padang Tarok District, Baso, Agam Regency. The market is located on the side of the road connecting Bukittinggi-Payakumbuh-Pekan Baru. There are various problems, including administrative problems regarding ownership of the market land, and there is a tug-of-war regarding land ownership status between the local community and the Agam Regency Government, which in this case is the Nagari Padang Tarok Government, which becomes an obstacle in developing market management. The method used in this research is the *Osgood and Wilbur Schramm communication model and the Swot Analysis method*. The problem of asset ownership status and the status of Pakan Rabaa Nagari Padang Tarok is still unresolved and still triggers disputes. The results of this research found that the communication strategy used was the *Osgood and Wilbur Schramm model of communication approach*, which was very effective in resolving Nagari market disputes.

Keywords: Nagari Government, Nagari Market, Communication, Swot Analysis

INTRODUCTION

Regional autonomy is an important focus point in order to improve community welfare. The economic sector, both the formal sector and the informal sector, is an important aspect that can support the progress of a region and even a nation. Whether a region advances or not is determined by the will and capabilities of the region itself. The regional government's efforts to achieve community welfare are by building public facilities such as traditional markets. Existing public facilities can facilitate community activities in daily life.

A market is an area where goods are bought and sold with more than one seller, whether referred to as a shopping center, traditional market, shop, mall, plaza, trade center or other names (Minister of Home Affairs Regulation Number 70 of 2013 concerning Guidelines for the Arrangement and Development of Traditional Markets, Shopping Centers and Modern Stores). Currently, market development has become one of the economic tools that is used as a benchmark for increasing the economic income of a region.

The market is a place used to fulfill daily needs which have elements of social, economic, political culture and so on. As time goes by, the market is not only a place for transactions between sellers and buyers, but the market has become a means of driving the economy on a large scale.

However, in its management, problems such as physical market facilities or facilities are not paid enough attention, traders' disorder related to the use and arrangement of selling places, as well as chaotic market conditions due to lack of attention to market cleanliness and arrangement. The condition of the parking lot which often takes up the shoulder of the road results in frequent traffic jams around the market. The physical condition of the market is old, the market's cleanliness is not maintained, it is smelly and it is not neatly arranged. These are issues that need attention from the local government.

Agam Regency has many traditional markets spread across several areas which are also not free from this problem. One of them is Rabaa Market which is located in Nagari Padang Tarok District, Baso, Agam Regency. The market is located on the side of the road connecting Bukittinggi-Payakumbuh-Pekan Baru,

There are various problems, including administrative problems regarding ownership of the market land, and there is a tug-of-war regarding land ownership status between the local community and the Agam Regency Government, which in this case is the Nagari Padang Tarok Government, which becomes an obstacle in developing market management.

The issue of asset ownership status and the status of Pakan Rabaa Nagari Padang Tarok is still unresolved and still triggers disputes. Problems related to the arrangement of traders' benches which are not arranged properly, after the traders have finished selling, this causes problems related to market chaos and also problems related to scattered rubbish which causes an unpleasant odor (bad smell). Where do traders place their benches? after being used on the terraces of people's houses which are close to the market, it makes the homeowners uncomfortable, this is the cause of disputes, so that sometimes the homeowners throw away the benches or damage them, which in turn causes disputes between the traders and the homeowners.

The problem regarding the distribution of income between the Nagari Government and the District Government is not yet appropriate. Then in 2023, some traders demonstrated to protest the lack of facilities provided by the market manager, in this case the Nagari Padang Tarok government. There is domination of the power of individuals in collecting market fees which are not in accordance with the Nagari Regulations. On the one hand, if the Baso District government takes over the status of the market, Nagari Padang Tarok will lose income from fees received from traders. This of course reduces Nagari's source of income which will ultimately hinder the development of Nagari Padang Tarok

On the other hand, if the management is handed over to the Nagari Padang Tarok government, the APBD for managing traditional markets will not be absorbed properly, because there are individuals playing. Between the Baso District Government and the Nagari Padang Tarok Government, they have their own interests which are mutually fought for, which causes a tug of war between interests, so that communication is needed to resolve the problems that occur related to the management of the Rabaa Nagari Padang Tarok Feed market (can be seen in the attachment for problems with the management of the Nagari market)

For this reason, on this occasion the author would like to discuss and research problems related to market management with the title Communication Strategy for Nagari Padang Tarok Government Apparatus in Resolving Rabaa Feed Market Management Problems

METHOD

The research methodology approach used in this research is descriptive qualitative based on phenomenology, namely analysis carried out on the condition of an object that can be understood. In this analysis the researcher plays a key role, data collection is carried out using triangulation (combined) techniques, and data analysis is carried out using a combination of descriptive and qualitative data. The results of qualitative analysis are more generalizable than the other two methods. The advantage of using a qualitative research design is that it allows researchers to analyze research results with a level of accuracy to describe or analyze a phenomenon using interviews. Relationship between observed problems and theory-based problems. Service quality includes: concrete evidence, reliability, responsiveness, assurance, and empathy. The location of the research was at the Rabaa Nagari Padang Tarok Feed market. The number of respondents was 5 people who were determined using the purposive sampling method. The data sources are informants, places and events, and documents. The data analysis technique used is the Osgood and Wilbur Schramm communication model approach. In Osgood and Schramm's circular model, it describes a dynamic process. Messages are transmitted through encoding and decoding processes. The relationship between encoding and decoding is like receiving sources that influence each other as well. data collection, data reduction, data presentation, and drawing conclusions

RESULTS AND DISCUSSION

a. Research result

Basic Concepts and Models of Environmental Development Communication using *Osgood and Wilbur Schramm's communication model* .

Environmental Development Communication, namely, a form of communication that functions as social communication in community groups, socializing, discussing problems in society, both from government to community and between communities [1] . The Communication Model is the most classic communication, which is often also called the rhetorical model, where communication occurs when a speaker conveys his speech to the audience in an effort to change their attitudes. To be precise, he puts forward three basic elements in the communication process, namely the speaker, the message, and listener

In Osgood and Schramm's circular model, it describes a dynamic process. Messages are transmitted through encoding and decoding processes. The relationship between encoding and decoding is like receiving sources that influence each other. [2]. The next stage is recipient and source, the interpreter doubles as the sender and recipient of the message. The Osgood and Schramm model is a circular communication model characterized by the presence of a feedback element [3] . In this circular model the communication process takes place in two directions. Through this model, it can be seen whether a communication is effective or not, because communication is said to be effective if there is feedback from the recipient of the message [4] .

The Communication Role of Nagari Government Apparatus

a) Nagari Government Apparatus Communication

In a broad sense, the entire nagari management body with all its organizations, all its parts, all its officials in the nagari, such as: Wali Nagari, BAMUS, Wali Korong, KAN and Community Institutions are involved in development communication. Meanwhile, in a narrow sense, the Nagari government means a

Nagari government body as the lowest government that replaces the Village Government, which is a customary law community unit in the West Sumatra Province area. Consisting of a collection of several tribes that have territories with certain boundaries, have their own wealth, have the right to organize and manage their households and elect their government leaders [5].

These elements are gathered in existing institutions in the nagari such as the Nagari Traditional Council (KAN), the Nagari Consultative Body (BAMUS Nagari) as a body that provides suggestions and advice to the Nagari Mayor. Meanwhile, the Nagari Guardian is assisted in carrying out his duties by a secretary and Nagari Apparatus, namely [6]. Meanwhile, nagari social institutions after Law Number 22 of 1999 and now there is Law Number 6 of 2014 concerning Villages. The Nagari government is led by Wali Nagari and elements of Ninik mamak, Alim ulama, Cedik clever and bundo Kandung who are now gathered in BAMUS Nagari (Legislative) and Kerapatan Adat Nagari (Judiciary) [7].

The Wali Nagari is the Head of the Nagari Government whose person is elected directly by the people of the Nagari through communication in the form of the election of the Nagari Mayor. This is in accordance with the regional regulations of West Sumatra Province Number 05 of 2009 concerning the Nagari Government in Chapter IV, part two, Article 22 which states that the Nagari Government consists of from the Wali Nagari and the nagari apparatus consisting of the nagari secretariat, other staff elements and the Wali Jorong. The implementation of these duties and obligations is carried out in accordance with the concepts of nagari regulations which were prepared jointly with BAMUS Nagari. Candidates for Nagari Mayor can be proposed by BAMUS Nagari members from each element or proposed by the community or at the suggestion of the relevant Candidates for Nagari Mayor [7].

In accordance with the definition in West Sumatra Province regional regulation Number 05 of 2009 concerning Nagari Government that the Nagari Deliberative Body (BAMUS Nagari) is a legislative institution at the nagari level. In accordance with this understanding, it is a legislative institution at the nagari level. BAMUS Nagari functions as a supervisor over the running of the Nagari Government. The members of BAMUS Nagari consist of elements from Ninik Mamak/Tribal Heads, Alim Ulama/Religious Figures, Cadiak Clerks/Intellectuals, Bundo Kanduang/Women Figures and other components of society who grow and develop in the relevant Nagari by taking into account the representation of the community which is determined by deliberation and consensus. The term of office for BAMUS Nagari members is 6 (six) years and can be re-elected for 1 (one) subsequent term of office. The leadership of BAMUS Nagari is elected from and by the members of BAMUS Nagari. The number of BAMUS Nagari members is determined as an odd number, at least 5 (five) people and a maximum of 11 (eleven) people taking into account the area, population and financial capacity of the Nagari [8].

KAN is located as a Niniak Mamak Meeting Institution which has existed and been inherited from generation to generation as long as the customs that apply in each Nagari must be able to play its role in maintaining the stability of development by communicating to all levels of society. KAN membership consists of ninik mamak customary stakeholders and is supplemented with elements in accordance with the customs that apply to Salingka Nagari. KAN's income is obtained from:

- a. Share of proceeds from Nagari's assets;
- b. Assistance from the Nagari Government;
- c. Assistance from the Government is higher;
- d. Customary money;
- e. Other legitimate income

b) Nagari Government Apparatus Mass Communication Process

Mass communication in the nagari government in the process involves many people which is complex and complicated. The mass communication process can be seen to proceed in the form of:

1. Nagari Government Apparatus distributes and receives information on a large scale. So the mass communication process carries out the distribution of social information on a large scale, once broadcast or reported, the amount and scope is very broad and large.
2. Nagari Government Apparatus in the mass communication process tends to be carried out using a one-way model, namely from communicator to communicant or media to audience. The interactions that occur are limited.
3. Nagari Government Apparatus in the mass communication process takes place asymmetrically between communicator and communicant. This causes communication between them to be flat and temporary. If emotional sensations occur, they are temporary and not permanent.
4. Nagari Government Apparatus in the mass communication process also takes place impersonally or non-personally and anonymously.
5. Nagari Government Apparatus in the mass communication process also takes place based on the relationship between needs in society. For example the program will be determined by what the audience needs.

Traditional Market Management Concept

Management is a translation of Management. Management comes from the word to manage which means to organize and take care of. Management itself is a process to achieve a goal that you want to achieve.

Stoner in Handoko¹ states that management is the process of planning, organizing, directing and supervising the efforts of organizational members and the use of other organizational resources in order to achieve stated organizational goals. Traditional markets are places the meeting of sellers and buyers and is marked by direct buyer-seller transactions and usually there is a bargaining process. The building usually consists of stalls or outlets, stalls and open grounds which are opened by the seller or a market manager. Most sell daily necessities such as food ingredients in the form of fish, fruit, vegetables, eggs, meat, cloth, clothing, electronics, services and so on. Apart from that, there are also those who sell cakes and other items.

Traditional market management is the arrangement of traditional markets which includes planning, implementation and control of traditional markets.³ In Semarang Regency Regional Regulation Number 5 of 2010 concerning Market Service Retributions, traditional market management aims to:

- a) Providing legal certainty for traditional market organizers
- a) Realizing order, security, cleanliness and comfort in traditional markets
- b) Regulate and manage the existence and establishment of traditional markets
- c) Providing business guidance and protection to traditional markets
- d) Creating harmony between traditional market business actors

The scope of management of the "Pakan Rabaa" traditional market in Nagari Padang Tarok will include: a. Market order and security; b. Cleanliness and comfort; c. Waste; d. Parking; e. Provision and maintenance of market facilities and infrastructure; f. Licensing and arrangement of traders and street vendors; g. Determination and collection of levies; h. Reports and accountability; i. Sanctions

A. Discussion

a. Tug of War (Conflict) of Interests

A conflict of interest is a conflict situation in which an individual, official or social system actor has a personal interest that is greater than the interest of his organization, thereby affecting the implementation of his obligations as a social system official in carrying out the interests (goals) of the social system⁴. A conflict of interest is a situation where a state administrator who has power and authority based on statutory regulations has or is suspected of having a personal interest in any use of his authority so that it can affect the quality and performance that it should have.

Conflict of interest is also defined as a special case of conflict in general, which is expressed as a situation where groups pursue goals that cannot be reconciled. So it can be concluded that a Conflict of Interest is a conflict of interest that occurs when an institution or organization is involved in various interests, one of which may damage motivation and lead to unethical or inappropriate actions. The causes of conflict⁷ include differences between individuals; Cultural differences; Differences in interests; Social transformation

b. Public Choice Theory (Public Choice)

Public choice theory is a new political economy approach where this theory considers the state/government, politicians or bureaucrats as agents who have their own interests. According to Staniland⁸, *public choice theory* is a branch of economics that studies how the government makes decisions related to the interests of the public (society). Buchanan said that *public choice theory* uses tools or methods that have been developed into economic theories and applied to the political sector (government, political science, and public economics). For Buchanan, *public choice theory* is not a method in the usual sense, nor is it a set of analytical tools, but rather a perspective for the field of politics. Public choice theory attempts to examine the rational actions of political actors, both in parliament, government institutions, presidential institutions, voting public, environmentalists and so on. *Public choice theory* can be used to study the behavior of political actors and as a guide for decision makers in determining the most effective public policy options.

c. Impact Concept

Impact according to Waralah Rd Christo (2008) is something that is caused by something that is done , it can be positive or negative or a strong influence that brings consequences (either negative or positive). The general definition of impact according to Hikmah Arif (2009), in this case is everything that occurs as a result of 'something'. Otto Soemarwoto defines impact as a change that occurs as a result of an activity. In Selo Soemardjan's opinion, Social Change is all changes to social institutions in a society, which affect its social system, including values, attitudes and behavioral patterns among groups in society. In this research, researchers looked at the social and economic impacts that occur due to the tug-of-war of interests in managing traditional markets, especially in the Suruh Market unit, Semarang Regency. Socioeconomic is everything related to meeting people's needs, including clothing, food, income level, livelihood, etc.

d. Communication Analysis

Audion analysis uses SWOT analysis to convey messages from the Nagari Padang Tarok Government to the people of Nagari Padang Tarok as well as traders who sell at the Nagari market so that they are effective and efficient. SWOT Analysis (*Strengths* = Strengths, *Weakness* = weaknesses, *Opportunities* = Opportunities and *Treats* = Threats) [9] Thus, the SWOT analysis of the Nagari government in conveying messages to the people of Nagari Padang Tarok can be described as follows:

Table 1 Recapitulation of SWOT Analysis of Nagari Padang Tarok Government Communication towards the Community and Market Users

Market Analysis	
Strength	Weakness
<ol style="list-style-type: none"> 1. Rabaa Feed Market is well known to the wider community 2. There are still many people who are still loyal to Pakan Rabaa for selling and shopping 3. Easy access area 	<ol style="list-style-type: none"> 1. Certain Facilities and Infrastructure are still minimal 2. Many of the traders' benches were damaged 3. Traders still trust personnel rather than the nagari government in collecting market fees/tickets
Opportunity	Threat
<ol style="list-style-type: none"> 1. There are still opportunities to develop the nagari market 2. There are still potential communities around these market areas who can access the Nagari Padang Tarok market 	<ol style="list-style-type: none"> 1. Competition between fellow traders and managers is increasingly tight 2. There is no product diversification so the market is saturated using the Nagari market for shopping 3. Many traders sell on people's terraces, making home owners uncomfortable

To convey a suitable development message by the Nagari Padang Tarok Government to traders and the community as users and also to managers to complete and determine the management of the Nagari market "Pakan Rabaa" using persuasive communication.[10]

e. Nagari Padang Tarok Government Communication Planning

Communication planning is an effort to create a plan for implementing a program communication for campaigning, socializing, or promoting a "product" (program, goods, services, or institution) to its target audience with the hope of achieving the stated Communication Planning objectives. Another name for this communication program is a communication campaign [11].

This theory was written by Charles R Berger (2008), which is an individual-centred communication theory. Communication Planning Theory seeks to explain how individuals arrive at a understanding of goal-directed actions and conversations towards each other, and how individuals produce actions and conversations .

f. Nagari Government Communication Strategy to Market Managers and Trader Representatives and Community Representatives

Communication strategies are planning patterns that have been determined and formulated in such a way, taking into account the internal and external forces of the organization so that it has clear objectives for what programs will be carried out for the organization [12]. Anwar Arifin (1994: 10) suggests that communication strategy is somewhat different from other experts, namely a conditional decision about the actions that will be carried out to achieve goals. Therefore, communication strategy means taking into account conditions and situations in conveying messages that relate to space and time, those faced and those that will be faced, to achieve effectiveness. [13].

CONCLUSION

From the results of the activities that have been carried out regarding the Communication Strategy of the Nagari Padang Tarok Government Apparatus in Resolving "Pakan Rabaa" Market Management Problems, it can be concluded that:

1. Management of the "Pakan Rabaa" Traditional Market by the Nagari Padang Tarok Government will be adjusted to applicable regulations and refer to the rules set by the Agam Regency Government.
2. Strategy of the Nagari Government Apparatus in resolving the management problem of the Nagari Padang Tarok "Pakan Rabaa" market is to use formal channels by the mediation team through circular letters (regulations) while informal channels for conveying persuasive messages are carried out through face-to-face situations by holding meeting twice to finalize and make decisions.
3. The results of solving the problem of managing the Nagari Padang Tarok "Pakan Rabaa" market after this communication was carried out were:
 - a. Determine the management of the nagari market in accordance with Baso District regional regulations where the nagari market is managed by the nagari government, not managed by individuals.

- b. Determine the size of the market levy at Rp. 2,000,- per trader and sets bench rental at Rp. 3,000,- per trader and a regional regulation/perwali will be made
- c. Set the salary for market cleaners at Rp. 500,000,- per day of feed, for Wednesday and Sunday feed days
- d. Establish a parking levy of Rp. 2,000,- vehicles managed by local youth
- e. Appeal to traders not to spread their wares on people's terraces and to place their benches around people's yards.

SUGGESTION

Based on the results and analysis that have been carried out regarding communication in resolving the management problems of the "Pakan Rabaa" nagari market, several things can be recommended to improve future operations as follows:

1. It is hoped that the Communication Role of Nagari Government Apparatus in managing the Nagari market will be more effective so that it will have an impact on Environmental Development (Economic, Socio-Cultural) in Agam Regency in general and Nagari Padang Tarok in particular. .
2. the role of Communication for Nagari Government Apparatus is that in managing the market by utilizing the resources it has, it can contribute to the economy of the community, traders and market users. .
3. The Communication Role of Nagari Government Apparatus is highly expected in order to involve the Private Parties in Agam Regency and Baso District in the context of developing and managing the "Pakan Rabaa" Nagari market

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