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## Resolution of Conflict of Interest in Market Arrangement (Regulation of Modern Market Stalls Losari Kidul)

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### ABSTRACT

**Keywords:**

persuasive  
communication,  
conflict resolution,  
spa layout, modern  
market,  
Elaboration  
Likelihood Model  
(ELM)

This study examines the effectiveness of persuasive communication in resolving stall layout conflicts at Losari Kidul Modern Market, Cirebon Regency. Conflicts arise due to the disorderly placement of traders' stalls that interfere with the comfort of visitors and cause unfair competition. The research uses a qualitative approach with observation, interview, and documentation methods, and integrates the Elaboration Likelihood Model (ELM) Theory and Fisher and Ury Conflict Resolution Theory. The results show that persuasive communication strategies, such as open discussion, mediation, and negotiation, are successful in improving traders' adherence to layout rules. The central path (logical argument) and peripheral path (emotional connection) approach in ELM has been shown to be effective in influencing trader behavior. In addition, mediation based on the principle of win-win solution has succeeded in creating a fair solution for all parties. This research provides academic contributions in the field of persuasive communication and conflict management, as well as practical recommendations for market managers to create an orderly and harmonious environment.

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## INTRODUCTION

The market is the center of economic activities that brings together traders and consumers in buying and selling activities. Trading activities in the market are generally carried out on a small scale with limited capital, as well as using a buying and selling system that involves a bargaining process (Sarwoko, 2008). The Losari Kidul Modern Market, situated in Cirebon Regency, has undergone a significant transformation in its management and facilities, aimed at increasing its attractiveness to visitors. The involvement of market managers promotes the effective development of market mechanisms, allowing for the achievement of optimal marketing levels. Nevertheless, the initiatives to organize and modernize the market have resulted in disputes regarding stall arrangements, involving various stakeholders with conflicting interests. A major concern that has emerged is the disorder in the arrangement of traders' stalls, where some traders have intruded upon pedestrian pathways or occupied spaces not allocated for their use. This scenario creates tension

among traders, encourages unfair competition, and diminishes the comfort of market visitors. Furthermore, the inconsistent application of regulations by market managers has led some traders to view the enforced policies as unjust. Consequently, it is crucial to implement effective strategies to improve awareness and compliance among sellers concerning the governance of market stalls. Compliance is affected not only by the presence of legal regulations but also by the individual's readiness to follow the established rules. (Anantama et al., 2022) (Supartini et al., 2024). The adherence demonstrated by a person may be influenced by both external and internal factors. Internal factors include human resources (such as owners, managers, and employees), financial aspects, technical components of production, and marketing considerations. On the other hand, external factors consist of government regulations, socio-cultural and economic conditions, along with the participation of pertinent institutions. (Sibolga et al., 2019). External factors denote influences that come from outside an individual, which include received information, the presence of rewards, the attention provided, coercion, incentives or rewards, suppression or punishment, and the expectations established by others. Conversely, internal factors are those that emerge from within an individual, covering elements such as personality, beliefs, skills, religiosity, and self-discipline. (Yusuf & Prianggono, 2021).

This change in communication behavior that does not care about the communicator is harmful to the reception of the received message and the possibility of misunderstanding is also very likely (Zis et al., 2021). Persuading others should be accompanied by offering recommendations. The communicator shows exactly how they (the communicator) will benefit. A communicator is a message recipient who analyzes and interprets the content of the message he receives. The communicator is the party who initiates the communication process (Harahap et al., 2021) (Muniarti, 2019). With a face-to-face meeting, we have a discussion together. Conducting a direct meeting can establish a closer interpersonal relationship and can be used as a space for traders and market managers to convey messages and clarifications (Suranto & AW, 2015).

Market managers prioritize maintaining a consistent stall arrangement to guarantee that the market is organized, comfortable for visitors, and promotes increased economic transactions. The manager is responsible for enforcing regulations and addressing disputes among traders. Market traders aim to secure advantageous locations that can boost their sales and ensure the longevity of their businesses. Some traders look to expand their stalls, while others voice concerns regarding infractions committed by their colleagues. Consumers or market visitors seek a market that is orderly, easily navigable, and convenient for shopping, as any disruption in the stall layout can diminish the overall shopping experience. Local governments, especially through trade or market offices, play a vital role in setting regulations and ensuring that the market functions in accordance with applicable rules. The government is also

committed to sustaining local economic stability through effective market policies. Additionally, the surrounding community and NGOs (Non-Governmental Organizations) are concerned with promoting local economic welfare and protecting the rights of small traders. There are many NGOs that are working on fairness both for traders as well as for the consumers so that the market policies are also fair and beneficial for the community as a whole. The competing interests between the various stakeholders often lead to conflict of interests, particularly with respect to the administration of stall arrangements and the enforcement of market rules. Additionally, failures of communication among market officials, traders, and government entities only serve to heighten such disputes. Thus a consistent communication is needed to solve these challenges and to build a more favorable market condition. One way to solve a conflict regarding the design of stalls is through persuasive communication, concentrating on how a message is delivered to be accepted and understood by the public. Communicative persuasion can be described as process of convincing others by utilizing psychological aspects of the communicator, (Zaenuri, 2017) excitement. Persuasive Communication Theory states that the success of communication is strongly dependent of the credibility of the communicator (ethos), emotional impact (pathos), and logical reasoning and argumentation (logos). Furthermore, in the field of conflict resolution, the Conflict Resolution Theory of Johan Galtung and Thomas-Kilmann Theory can be useful indicators for analysing the most effective type of conflict from its most destructive to the less destructive one.

The space outlined in this report extends across multiple dimensions. First, few studies have investigated whether persuasive communication is effective for resolving market conflicts. Most earlier studies have focused on trader relocation policies, market governance, or the economic aspects of changing stall layouts, with little emphasis on persuasive communication as a strong medium in the negotiation processes of conflicts associated with market layouts. The research goal of this paper is to fill this void with regard to the role of persuasive communication as a mode of organizing may be with respect to legal or policy provisions, but also vis-a-vis the social interaction and communication processes. Second, the bulk of previous studies have concentrated on disputes between traders and state agents, but internal disputes among traders.

Although numerous studies have explored persuasive communication within the contexts of marketing, politics, or education, few have connected it to the regulation of stall layouts in markets. This research seeks to fill that void by employing ELM to elucidate how both central and peripheral routes in persuasive communication can affect traders' compliance with market regulations. Lastly, the function of market managers as mediators in conflicts. Although numerous studies have explored persuasive communication within the contexts of marketing, politics, or education, few have connected it to the regulation of stall layouts in markets. This research seeks to fill that void by

employing ELM to elucidate how both central and peripheral routes in persuasive communication can affect traders' compliance with market regulations. Lastly, the function of market managers as mediators in conflicts concerning stall layouts has not been extensively examined. Most existing research has prioritized the roles of local governments, traders' associations, or law enforcement in resolving market disputes, with insufficient focus on how market managers can actively mediate stall layout conflicts.

This research addresses a significant gap by contributing to the academic domains of persuasive communication, conflict resolution, and market management. As a result, the study investigates how market managers utilize persuasive communication to resolve conflicts concerning stall layouts in the Losari Kidul Modern Market. Through the analysis of communication patterns, the study aims to provide strategic recommendations that promote a more orderly, organized, and comfortable market environment for all stakeholders involved. Moreover, this research was undertaken to explore the psychological factors and human attitudes that are shaped by various influences, including social and cultural elements, which may lead to behavioral changes prompted by persuasive communication aimed at traders. The results of this study are also anticipated to enhance our knowledge on persuasive communication, especially in the context of market management. Additionally, this research aims at adding to the field of communication by providing new ways of understanding the psychological, social and cultural background for audience behavior. It should be emphasized that there are cultural, social, personal and psychological factors that interact with behaviors and can have an impact on decisions to accept persuasive messages in the marketplace. (Widyakusuma, 2020) (Ghoni & Bodroastuti, 2012)

Prior to the application of having stalls on the order at the Losari Kidul Modern Market there were so many irregularities and violations of the layout principle of the market which is implemented. Traders occupy pedestrian corridors or open grounds and this leads to inconvenience to visitors and congestion. Battles between traders regularly break out over space, traders say, and managers of the market have been criticized as inconsistent in how they enforce the rules. It makes for a disorderly and inefficient market environment. Market leaders deploy persuasive communication tactics at multiple levels in order to address this challenge. First, an open discussion was held between managers and traders to discuss complaints, explain the importance of orderly layout, and involve them in decision-making. Second, the manager acts as a mediator in resolving conflicts between traders by seeking a fair solution through negotiation. Psychological approaches are also used, such as the application of the *Elaboration Likelihood Model (ELM) theory*, which combines the delivery of logical arguments (central paths) and emotional approaches (peripheral paths) to build awareness and compliance. In addition, the enforcement of the rules is carried out in stages, starting with warnings before imposing sanctions.

After the implementation of this strategy, market conditions have improved significantly. Traders' stalls became more organized, conflicts decreased, and compliance with rules increased. Visitors also feel better comfort when shopping. Despite this, there is still a small percentage of traders who find it difficult to adapt due to economic reasons. Overall, this persuasive communication approach has proven to be effective in creating a more orderly and harmonious market environment, as well as being an example of how conflict resolution can be done in a participatory and sustainable way. Real benefits that are not only felt by market managers, but can also benefit various parties. For market managers, this research can be used as a market manager to overcome conflicts between traders that arise as a result of non-rules for managing market stall layout, so that it can create a more organized and comfortable market for all parties involved in it.

A market functions as a platform where sellers and buyers participate in transactions concerning goods or services. Markets can be classified into two types: traditional markets and modern markets. A Traditional Market is defined by its simple management and physical arrangement, which supports a direct bargaining transaction system. Its main objective is to meet the needs of the community, whether in villages, sub-districts, or other locations. (Candrawati & AA Ketut Sri Candrawati, 2015). Traditional markets function as spaces for social interaction within communities, distinguished by a more inviting atmosphere and established connections between vendors and customers. Conversely, a modern market is characterized by the incorporation of modern amenities, serving consumers and merchants from the middle to upper class, featuring fixed prices and an organized service framework (Mustafa, 2017). Modern markets offer convenience and speed in transactions, addressing the needs of city residents who desire efficiency and a more structured environment.

The Losari Kidul Modern Market is an example of a market that is physically built with a modern concept that is cleaner, comfortable, and orderly but still maintains the characteristics of the traditional market. Although it is called a modern market because of its appearance, the activities in it still reflect traditional markets, such as the existence of a bargaining system between sellers and buyers and the familiar social interaction between market participants. This shows that market modernization does not always eliminate traditional identities, but can be a form of repackaging so that the market remains relevant and in demand by the community without abandoning local values.

Effective communication has a significant ability to enhance the arrangement of the stall layout at the Losari Kidul Modern Market in Cirebon. Experts have provided various definitions of effective communication. It is defined as a process aimed at influencing individuals' beliefs, attitudes, and behaviors through psychological means, encouraging them to act according to their own will. (Laily Zain, 2017). To create a more structured layout within

the Losari Kidul Modern Market, utilizing a persuasive approach can be an effective solution. The elements of persuasive communication consist of the source (the individual delivering the message), the message itself, the medium through which it is transmitted, the audience, and the resulting impact. The source could be a market manager or a relevant authority figure. The message includes invitations and information regarding the benefits of a well-organized arrangement of the stalls. Order is characterized as a dynamic condition of society, which is crucial for the successful implementation of the processes of nation and state aimed at fulfilling national goals. Communication channels may include posters, direct conversations, or social media platforms. The recipients are the traders who are the target of the communication and the intended changes in behavior. The expected outcome is a shift in the attitudes and actions of the recipients after they have received and processed the message (Rahmawati & Multi Purnomo, 2021) (Hermani & Kuswardani, 2022). The modification of attitude provides insight into how an individual's attitude is formed, the methods through which this attitude can develop via communication, and the influence this attitude may exert on a person's actions or behaviors (Bahtra et al., 2020).

According to Handoko in (Asdi et al., 2019) The configuration of stalls involves the systematic arrangement of space and the positioning of each stall, designed to facilitate the efficient movement of individuals and goods across various market activities and operations. The arrangement of the stalls concerns the spatial allocation and placement of each stall within the market, aiming to establish an efficient flow for customers, optimize space utilization, and enhance comfort and safety during shopping. For market administrators, the layout not only supports organization and management but also significantly contributes to fostering a more orderly and pleasant environment for visitors, thereby improving the overall tidiness and cleanliness of the market. (Wine et al., 2020) (Ferdian et al., 2020).

This research cites multiple previous studies, notably a scientific paper written by Anggraeni Permatasari in 2018, which investigated conflict resolution within the organization and guidance of street vendors in Bandung through the lens of Drama Theory. The study adopts a descriptive-qualitative approach, employing interviews and analyses based on drama theory. The results suggest that understanding the challenges faced is essential for both parties in their efforts to resolve the conflict. (A. Permatasari, 2018)

Other research by (Andita Eka et al., 2022) This study examines the conflicts between market vendors and the government regarding the policies for relocating traditional markets in Ponorogo Regency. A qualitative approach was utilized, with research subjects chosen through purposive sampling techniques. Data collection included both observations and interviews. The results revealed that the divergent interests concerning the relocation policy of Pasar Legi were the main reason for the disputes between the traders and the government.

Additionally, the study entitled "Conflict Resolution of Street Vendors (PKL) In Pasar Tanah Abang in DKI Jakarta Province" explores the resolution of disputes involving street vendors at Tanah Abang Market, situated in DKI Jakarta Province. This research aims to conduct a comprehensive examination of the conflict resolution processes among street vendors in this market. The study not only seeks to identify potential solutions but also endeavors to reveal the root causes of these conflicts (conflict transformation). A qualitative methodology is utilized, with data collected through interviews with informants from various pertinent agencies. The results suggest that communication between street vendors and local government bodies, particularly Satpol PP and the MSME Office, is still lacking. The inadequate consideration of the community's diverse characteristics hinders the structuring process for street vendors. Various initiatives, such as control measures, relocation, data collection, coaching, and empowerment, have not yielded optimal results. Moreover, economic inequality among various regions acts as an obstacle, exacerbated by the implementation of local government policies that are ineffective, as demonstrated by the ongoing existence of many street vendors operating in locations that do not correspond with their assigned areas. (Zamahsari, 2017)

The next research is by (Riani et al., 2023) The research conducted in this study focuses on "Communication Strategies in Enhancing the Order of Traders in the Sukaramai Traditional Market of Medan City." The aim of this study is to pinpoint the factors that cause street vendors to opt for selling outside the market, such as along the roadside. The results indicated that the choice of traders to sell outside the market was affected by differences in turnover, as their income from selling within the market was lower than that from selling externally. The approach used in this research is qualitative, employing the literature study method, which includes several stages such as data collection from library resources, reading, analyzing, note-taking, and processing research materials.

Meanwhile, the research conducted by the researcher focuses on the analysis of the application of persuasive communication carried out by the manager of the Losari Kidul Modern Market in influencing traders to comply with the rules of stall layout that have been set. This study attempts to unravel the persuasive components that order the effectiveness of communications of this persuasion such as the source's credibility or the message's "attractiveness" or "clarity", the channel over which the message is communicated, and the level of response by the recipient. The aim is to understand each of these factors in terms of how it affects traders' psychological attitudes and actions. It is also the aim of this research to assess the impact on the effectiveness of stall layouts through the adoption of a persuasive communication, and by extension how persuasive communication might help to promote a more organized, comfortable, and efficient environment for the market for both trader and visitor. The author seeks to offer a thorough understanding of the

importance of persuasive communication in marketing management and a series of useful tips to enhance dialogic communication strategies. The theoretical framework employed by the researcher was the Elaboration Likelihood Model (ELM) which was developed by Petty & Cacioppo (1986). In the present study, the message receiver included traders in the Losari Kidul Modern Market, who were expected to answer positively and adopt the improved stall layout. Meanwhile, the Elaboration Likelihood Model (ELM) explains peoples' responses to persuasive communication in terms of two cognitive routes, central route and peripheral route.

## RESEARCH METHODS

The qualitative method as proposed by Sugiyono, carried out in the study. The methodology of this qualitative study is based on the worldviews of postpositivism or interpretivism by which to examine a phenomenon within the context of its natural environment by the investigator as the primary instrument. In this Case Study the data collection were made in triangulation form (observation, interviews and documentation). The Purpose of This Study The purpose of this study to Reveal: 1) Understanding the meaning2) Unique findings is Revealing3) Compilation of the phenomenon of stall canteen of governance in the Modern Losari Kidul Market. It is hoped that the results of this study will result in an in depth knowledge on the subject and a useful recommendations, The Literature Study constitutes data collection method by the reviewing books, literatures, documents and other appropriate material related to the issue discussed. This study aims to demonstrate the contributions of persuasive communication in creating an orderly and convenient market atmosphere in Losari Kidul Modern Market. This study will be based on case studies strategy to discover working communication strategies that encourage traders to adhere to layout rules, and foster a collective consciousness of the significance of order in creating an enabling market environment for all traders concerned. (Sugiono, 2013) (Riani et al., 2023).

This study adopts the approach of participatory observation in which to conduct the research, the researcher will engage in active observation of the market, use the configuration of stalls, the manner in which social relations are enacted among traders and language use to assess the market\_figure 1 ads the interaction and communicative act in the market. Furthermore, the researcher employed comprehensive interview methods with the participants, particularly traders and market managers. In the course of the interviews, a set of structured questions was first presented, followed by a more thorough investigation of the answers to obtain additional detailed insights. By employing carefully crafted interview protocols, it is expected that more targeted and uniform data will be collected. This guideline will assist researchers in asking specific and relevant questions, so that respondents can provide more detailed and in-depth information about their daily experiences related to stall layouts in the market. (Adhimah, 2020)

The next data collection technique used by the researcher is documentation. Documentation is used by researchers to collect data on past events. This documentation is in the form of recordings and photographs, the data analysis technique used in this study is using the steps as proposed by . This data analysis process includes three main stages, namely: (Rijali, 2019) *data collection*, *data reduction*, and verification and confirmation of conclusions.

In this qualitative study, the analysis relies on the Elaboration Likelihood Model (ELM) Theory, which was originally presented by Petty & Cacioppo in 1986, as presented in their book. This theory describes that individuals process persuasion messages via two main routes: the central route and the peripheral route. The central route is engaged when individuals have both the motivation and the capacity to thoroughly interact with information, prompting them to critically evaluate the message prior to making a decision. In the context of this research, the central route is apparent when traders engage in open discussions and receive detailed explanations about the benefits of following stall layout regulations. On the other hand, peripheral routes are accessed if individuals lack the inclination or ability to process messages at a higher level, thus making them more vulnerable to such extrinsic factors as communicator credibility, affect, or personal involvement. Peripheral routes are relevant in the current study when market managers form affective ties with traders through the use of empathy and body language to promote their compliance with market rules. By combining these two lines of approach, the market managers' persuasive communication strategies are in a better position to encourage trader behavioral adjustments and to promote more organized and facilitative market culture. (Sarwono & Meinarno, 2009)

In addition, this study uses the Conflict Resolution Theory by Fisher and Ury (1981) (in *Getting to Yes*) as the basic framework to overcome the conflict of the stand layout in the Losari Kidul Modern Market. The theory emphasizes four fundamental premises: (1) separating people from the problem by focusing on solutions, not personalities, (2) identifying shared interests of all parties involved, (3) generating win-win solutions that benefit all, and (4) using objective standards such as the "unused rate" when possible as a balance impartial reference in the way markets are regulated. In practice, this model is combined with a persuasive communication technique and the ELM to design a comprehensive resolution plan. In another example the lines of the stables are breached and managers dare not name names, but there is talk of how this affects the general 'well-being' of the pound.

## **RESULTS AND DISCUSSION**

### **Forms of conflict about stall layout**

As the site researchers, traders have conflicts in determining the sellers place and the conflict between traders and market managers, (1); The weaver's conflict namely the one in the Losari Kidul Modern Market, is the traders'

conflict and related to the organization of stalls that exceed the available space or the trader's organization does not comply with the regulations made by the market management. Some traders tend to grow their sales place by putting what they sell outside the set limits of their booth. This may block the space of the other trader and make the people visiting the market feel less at ease. Non-compliance with the agreed layout can trigger tensions between traders, especially if anyone feels aggrieved by the action. Conflicts in the market often occur due to space limitations, lack of enforcement, and competition between traders to attract customers. Traders often violate the layout of the stalls in order to expand the sales area, which creates injustice and disturbance between traders. If conflicts are not addressed, this can affect visitor interest and disrupt market operations.

(2); Between traders and market managers, inconsistent enforcement of rules at the Losari Kidul Modern Market can be a source of significant conflict between traders and market managers. Injustice in the enforcement of these rules can create tension and damage the relationship between the two parties. After the researcher made observations at the Losari Kidul Modern Market, the researcher found that violations of stall layout rules often occurred. Some traders do not comply with the provisions that have been set by the market manager by expanding their sales area and placing merchandise outside the predetermined stall limits. When market managers do not sanction or take firm action against these violations, other traders who abide by the rules feel disadvantaged. They consider that their efforts to maintain a good layout are not appreciated, which ultimately leads to a deep sense of dissatisfaction. The injustice in enforcing these rules triggers conflicts between traders, who blame each other and argue over who is entitled to the limited space in the market. In addition, the disorderly market atmosphere due to these violations can disrupt the comfort of visitors and negatively impact the consumer shopping experience.

### **Conflict Resolution through Persuasive Communication**

Before the persuasive communication approach was implemented, the layout of the Losari Kidul Modern Market was in an irregular condition. Many traders violate the boundaries of stalls by expanding their sales area beyond the predetermined limits. Merchandise is often placed in pedestrian paths or empty spaces that are supposed to be public access, thus creating barriers for visitors and other traders. This irregularity not only disrupts the flow of the market, but also lowers the convenience and efficiency of trading activities.

Based on the results of the researcher's interviews with traders and market managers, the researcher found that in dealing with conflicts related to stall layouts, market managers offer conflict resolution, namely by using a persuasive communication approach, to solve problems and create a more harmonious atmosphere among traders. Here are some persuasive communication strategies that can be implemented (1); Open Discussion,

Losari Kidul modern market manager held a forum or regular meeting with all traders to discuss the issue of stall layout. In this forum, managers have the opportunity to listen to complaints and views from traders regarding the layout of existing stalls.

In addition, managers can also explain the rules that have been set regarding the layout of stalls and educate traders about the importance of complying with these rules. The text also addresses the adverse effects that may result from violations of rules, including inconvenience and disruption to the comfort and safety of the market. Open Discussion serves as a fundamental component of persuasive communication employed by market managers at Pasar Modern Losari Kidul. By attentively considering traders' grievances and feedback, clearly articulating policies, and fostering participation in decision-making, market managers can cultivate a supportive and collaborative environment. This strategy not only aids in conflict resolution but also enhances the relationship between market managers and traders, ultimately benefiting all stakeholders involved (2): Mediation and Negotiation. Market managers function as mediators in disputes that arise among traders by undertaking various measures to address the issue. One step that can be taken is to create an agreement through discussion between traders involved in the conflict, so that they can seek a mutually beneficial solution. In this case, if a trader feels distracted by another trader expanding the stall, the market manager can facilitate the conversation to find a fair solution, such as rearranging the stall to make it more organized. Once an agreement is reached,

Figure 1. The condition of the stall layout before and after the implementation of persuasive communication at the Losari Kidul Modern



Market

the manager of the modern market of Losari Kidul can draw up a written agreement that includes the agreed layout and the consequences that will be applied in the event of a violation in the future. With this step, the modern market manager of the Losari Kidul can ensure that the solutions taken are transparent and acceptable to all parties. After the implementation of

persuasive communication, the condition of the stall layout at the Losari Kidul Modern Market became more organized and orderly than before.

Previously, many traders violated the boundaries of their stall areas by expanding the sales place to pedestrian paths or empty areas, thereby hindering the mobility of visitors and causing conflicts between traders. However, through persuasive communication strategies such as open discussion, mediation, and negotiation, traders are beginning to show increased awareness and adherence to the rules of the layout. Open discussions provide a space for traders and market managers to dialogue, raise grievances, and seek joint solutions, while mediation helps resolve conflicts fairly. In addition, market managers use emotional and social approaches to build rapport with traders, so they are more accepting and compliant with the rules. As a result, the market layout has become neater, pedestrian paths have returned to function properly, visitor access has been smoother, and traders' compliance in maintaining the regularity of their stalls has increased, creating a more comfortable and conducive market environment.

### ***Fisher and Ury's Theory-Based Mediation***

The manager of the Losari Kidul Modern Market actively plays the role of a neutral mediator in handling various daily conflicts that arise among traders. In every mediation process, managers always prioritize the principles of conflict resolution from *Fisher and Ury* (1981), especially by focusing on the common interest instead of getting caught up in personal debates. For example, when there is a dispute related to the fight for commercial space, the manager does not only look at who is wrong or right, but tries to understand the basic needs of each party, such as shopping convenience for visitors and fairness of space access for all traders. Field data show that this approach has proven effective, with 8 out of 10 conflict cases successfully resolved through fair space-sharing agreements. One real example is when two traders scramble for the front area of the stall to place their merchandise. Instead of forcing one party to relent, the manager invites both parties to discuss and find a solution together. As a result, they agreed to divide the time of use of the area with one trader using the space in the morning, while the other using it during the day. This solution not only stops conflicts, but also improves the efficiency of space use and the satisfaction of both traders. This process is in accordance with the "win-win solution" policy as propagated in Fisher and Ury's theory, where it focuses on the need to devise a solution that favors all parties, so no one feels beaten. Besides, managers use neutral factors like the needs for market layouts and security arrangements in decision-making. This way, any kind of bias is ruled out, and it increases the trust that traders have in the mediation process.

Not only satisfied to leave at conflict resolution, managers also conduct regular checks to ensure that the agreements that have been made are still being upheld. As a result, merchants' compliance rates for mediation solutions were at 90%, and such similar disputes seldom occur again. These

findings reinforce the argument that a common interest-based approach and collaborative negotiation are far more effective than unilateral or rule-binding conflict resolution. Thus, it can be concluded that the application of mediation based on *Fisher* and *Ury* theories not only helps to resolve conflicts peacefully, but also strengthens social relations between traders and improves the overall order of the market.

### **Persuasive Communication by Market Managers**

Market managers acknowledge that there are challenges in enforcing the rules due to the lack of compliance of traders. The persuasive approach applied involves open discussion and an attempt to build an emotional connection with the trader. This move aims to create collective awareness and increase traders' compliance with the rules that have been set. Then traders gave mixed responses to the persuasive communication approach. Some traders feel that the rules are not being enforced fairly, while others welcome discussion forums as a forum to raise complaints.

Based on the theory of the *Elaboration Likelihood Model (ELM)* proposed by Petty & Cacioppo in 1986. The *Elaboration Likelihood Model (ELM)* theory provides a useful framework for understanding how researchers and market managers can use persuasive communication to resolve conflicts with traders. In this context, market managers can apply two persuasive paths, namely the central path and the peripheral path, to influence traders' attitudes and behavior. Here is an explanation of how market managers can use these two avenues in their persuasive communication

Figure 2.



Persuasive communication by market managers

First, the Central Line, this path occurs when the individual pays full attention to the message being conveyed and does elaboration or deep thinking

about the information. The central pathway is usually used when individuals have the motivation and ability to process information in depth. In the context of the market, traders who engage in discussions and get clear information tend to better understand and accept the policies being applied. Open discussion is one of the important strategies in the central line of the *Elaboration Likelihood Model (ELM)* theory that can be used by market managers to build persuasive communication with traders. The following are some aspects carried out by the manager of the Losari Kidul Modern Market from open discussions with traders, namely (1): The market manager listens to the complaints and input of traders in the discussion forum to create an inclusive atmosphere, namely an atmosphere that is friendly, open, and respects differences. By actively listening, managers understand the trader's perspective and build trust that supports collaborative relationships. In addition, this process helps to identify hidden problems and prevent future conflicts (2); The market manager explains the transparency policy by revealing the reasons behind the rules, such as the benefits of good layout for traders and consumers. Data and evidence, such as sales increase statistics in other markets, are used to support the policy. Detailed explanations help to overcome confusion, reduce uncertainty, and improve traders' compliance with the rules (3); Market managers involve traders in decision-making to increase motivation, belonging, and responsibility for policies. From asking for comments from traders, they command far more respect and more likely to comply with the established rules. Participation in open processes is an important persuasive tool that market managers use in communicating. Market managers can establish an environment that is empathic and cooperative by respectfully listening and addressing the concerns and suggestions of traders, communicating policies and inviting participation in decision-making. It also helps to enhance the cooperation between market managers and traders, which is beneficial to both sides. Second, the Peripheral Pathways describe the paths along which people who do not engage in deep information processing are being affected, i.e., peripheral cues like attractiveness of the sender, emotional reactions, or nonverbal communication. This mechanism is particularly useful where people are not motivated and/or not able to carefully consider information thoroughly. Among the most commonly cited response mechanisms when market actors are given choices regarding the policy the market manager decides to implement is relationships with the market manager and trust in the market manager. Peripherally, emotional relationships to the source and the attraction of the source can have dramatic effects on the process. Thus, the recent market organizers (1975-now), in the Losari Kidul, can use these two channels in order to work even more effectively in terms of mediation and the negotiation of the trader. Real bonds, trust and open talk grow with day to day work that makes a team work well. The signals we get beyond the words, like how we hold our body and a smile, have power too and help make the work of mediate and make a deal work. When it comes to the

work of adjusting and bargaining, side roads, feeling cards and the one sending the message are key to how it ends up. While this shows the power of best thinking and facts, these things can help lead to better ways to make 'I got you' work.

The researcher's analysis of the stall layout conflict at the Losari Kidul Modern Market explained that it was caused by tight space, traders' competition, and the lack of control from market managers. These conflicts hurt the dealings of the traders and cause problems with the market managers. These problems make the market bad. To fix these problems, market managers use means that persuade; they do this by having a talk, fixing the traders against each other, and by putting on the rules many times. A talk helps the traders say their problems, and with the rules, they will feel they own the rules. Fixing the traders against each other helps solve the problems, and both will win. In its application, market managers adopt the *theory of Elaboration Likelihood Model (ELM)* by using a combination of central and peripheral paths. The central line is utilized to provide in-depth information to traders who are motivated to understand the policy, while the peripheral line is used to build emotional connections, which is effective for traders with low motivation.

### **Implementation of Fisher and Ury Principles-Based Mediation in Market Conflict Resolution**

The manager of the Losari Kidul Modern Market consistently applies the negotiation principles from *Fisher and Ury* (1981) in the daily mediation process. As a neutral mediator, managers manage to resolve conflicts through a common interest-based approach. This implementation includes several key stages: First, the manager separates the personal issue from the substance of the problem. For example, when there is a dispute between Trader A and B regarding the expansion of the stall, the mediator does not focus on the character of the individual, but on the objective impact on the smooth flow of market traffic. Second, through the "brainstorming" technique, the manager identifies the basic needs of each party - Trader A needs adequate display space, while Trader B prioritizes buyer access to his stall. The resulting win-win solution is in the form of splitting the time of use of the disputed area: Morning to noon for Trader A's display, and afternoon for Trader B's promotion. This approach not only resolves the conflict of the time, but also sets a precedent for the resolution of similar disputes in the future. The results of the three-month post-mediation evaluation showed that: (1) Both traders complied with the agreement, (2) Trader A's turnover increased by 15% and Trader B by 12%, (3) There were no further conflicts in the area. These results fit well with what was found by Andita Eka (2022), which shows that an interest-based way can get rid of cases where people fight over moving markets. This shows that the ideas put forward by Fisher and Ury are still of use, as long as we use them well in combination with a clear grasp of how markets work in the old way.

### **Traders' Response**

It was found in the studies that there were a large variance of the levels of trader's response to persuasive communication strategies, which was mainly contributed by the level of involvement and understanding of policies. Agents who frequently participate in open-discussion forums are likely to respond more favorably, perceive that they are more highly valued, and be more knowledgeable about the advantages of production location practices. This in turn drives traders to develop a collective consciousness and shared responsibility. According to the Elaboration Likelihood Model, the central-channel approach has been found to be simple and successful for most high-motivated traders - to consider information in a more detailed manner so that motivation to comply last longer. In comparison, a peripheral-based strategy involving the construction of emotional relationships through non-verbal forms of expression, empathy and a positive image of market managers, is able to establish emotional bonds which result in cooperation beyond what would have been the case if such rational comprehension of policy was still lacking.

This way of talking to traders has many troubles. It is linked with trader who does not like it, traders who are never let talk, or traders who are just forced to follow the rule. But when the right blend of the way of the middle and the way of the outside are taken, it gives a big push for order in the market. The way of the middle helps traders to learn deep and carry a real sense of what they have learned. The way of the outside helps traders to follow rules by using their feelings. To get the most out of this, market heads give clear talks where traders say what they want, market heads tell traders why they should put in good work, and market heads make traders part of the rule making.

In case of fights, market heads are fair go-betweens that follow the rules of Fisher and Ury. This is a way that says you should see what you want but in the end respect what the other side wants. A real show is how they can stop fights over store space by sharing it fairly, making more money for the two sides. When traders know what will happen if they do not follow the rules, they feel like the rules are fair. When they reach an accord, it is put into a hand written paper so both sides will keep their word.

The outcomes of implementing this integrated strategy show a clear gain in time order and in how traders act as people. As time passes, this way of doing things not only can fix fights about stall plans but also can set a solid base for traders and managers to work together in a way that will last. To keep and make these wins better, managers of the market need to keep changing how they talk, mix a cold and warm way of talking, and make more people part of the decisions mediation systems. As a result, Pasar Modern Losari Kidul serves as a prime example of how the combination of persuasive communication and effective conflict resolution can foster an orderly, harmonious, and productive market environment for all stakeholders involved.

## CONCLUSION

It can be concluded that persuasive communication is effective to address the conflict of the arrangement of stalls based on the research results conducted in the Losari Kidul Modern Market. Combination of central and peripheral path methods are usually effective in raising the level of awareness and compliance among traders to the existing rules. By being willing to talk, negotiating in a fair and levelheaded way (as Fisher and Ury suggest) we can find clever solutions that make everyone feel they are getting a fair deal, and can use the space (and stalls) when and how they need to. Implementing this strategy serves to minimize competition; improve the ordering of markets; and better serve the visitor. One major difficulty is posed by traders who are not very motivated themselves or who feel as disadvantaged, stressing the need for a more fair and steady way. This work shows the great power of persuasive talk and working together to solve fights when we run a market, but it also shows how similar plans could be made in other places. Ongoing work to train market trainers and traders in how to talk in a convincing way and how to solve fights is very important. It is also very important to have a clear way to check and talk about things so that the work of all people can stay active and the market can be run in a way that is fair and lasting.

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