

BUSINESS RESILIENCE OF TRADITIONAL MARKET DURING AND AFTER FACING PANDEMIC COVID-19 (CASE STUDY OF CISALAK MARKET)

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Abstract: Cisalak Market is one of the traditional markets in Depok City which operates for 24 hours every day. Technical Implementation Unit (abbreviated as UPT) as manager of the Cisalak Market has a vision of realizing its market as a center of economic growth in the orderly, clean, beautiful, and comfortable trade sector. Like the traditional markets in general, activities in Cisalak Market are still running normally and are still crowded with buyers. But since the outbreak of COVID-19, market activities have also been limited and caused a decrease in the number of visitors as well as in purchasing power. Community activities had also been quiet due to the massive spread of coronavirus or COVID-19. This situation will affect the performance of Cisalak Market, especially on the amount of income received by traders in the market. This research aims to analyze the resilience of the Cisalak Market business after facing the pandemic issue using a risk management approach. In particular, this study aims (1) to identify the risk and determine risk treatment of the Cisalak Market in the midst of this pandemic and (2) provide solutions that make it possible to be resilient in continuing a business during a post-pandemic period. This study will use fishbone analysis which will formulate the problem, search for the cause, and find the solution. Some respondents will be interviewed such as UPT of Cisalak Market as the market manager and traders in Cisalak Market. This study will find major problems and provide possible solution strategies

Keywords: Cisalak Market, fishbone analysis, risk management, risk identification, risk treatment

Abstrak: Pasar Cisalak merupakan salah satu pasar tradisional di Kota Depok yang beroperasi selama 24 jam setiap hari. Unit Pelaksana Teknis (disingkat UPT) selaku pengelola Pasar Cisalak memiliki visi mewujudkan pasarnya sebagai pusat pertumbuhan ekonomi di bidang perdagangan yang tertib, bersih, asri, dan nyaman. Seperti pasar tradisional pada umumnya, aktivitas di Pasar Cisalak masih berjalan normal dan masih ramai pembeli. Namun sejak merebaknya COVID-19, aktivitas pasar juga dibatasi dan menyebabkan penurunan jumlah pengunjung serta daya beli masyarakat. Aktivitas masyarakat juga sempat sepi akibat masifnya penyebaran virus corona atau COVID-19. Keadaan ini akan mempengaruhi kinerja Pasar Cisalak, terutama pada besarnya pendapatan yang diterima para pedagang di pasar tersebut. Penelitian ini bertujuan untuk menganalisis ketahanan bisnis Pasar Cisalak setelah menghadapi isu pandemi dengan menggunakan pendekatan manajemen risiko. Secara khusus penelitian ini bertujuan (1) untuk mengidentifikasi risiko dan menentukan perlakuan risiko Pasar Cisalak pasca pandemi dan (2) memberikan solusi yang memungkinkan agar tangguh melanjutkan usaha saat pasca pandemi. Penelitian ini akan menggunakan analisis tulang ikan yang akan merumuskan masalah, mencari penyebabnya, dan mencari solusinya. Beberapa responden yang akan diwawancarai yaitu UPT Pasar Cisalak selaku pengelola pasar dan pedagang di Pasar Cisalak. Studi ini akan menemukan masalah utama dan memberikan kemungkinan solusi strategis.

Kata kunci: Pasar Cisalak, analisis tulang ikan, manajemen risiko, identifikasi risiko, perlakuan risiko

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INTRODUCTION

Understanding of the market according to the Minister of Home Affairs Regulation is a meeting place for sellers and buyers to carry out transactions, a means of social-cultural interaction of the community, and economic development of the community (Permendagri, 2012). In other words, the market is the center of people's encounters between sellers, buyers, and suppliers. The market is one of the crowded places and centers of social gatherings that are vulnerable and at risk of increasing COVID-19 virus transmission. According to Honoatubun (2020), due to the outbreak of the corona virus, traditional markets were closed and traders were unable to sell.

Trade is one of the sectors most affected by COVID-19 pandemic. Hardiwardoyo (2020) that apart from being determined by the type of sector, the impact of Covid-19 on business continuity is also determined by the scale of the business. Large scale businesses have higher operational resilience compared to small and micro scale businesses (SMEs). In other words, SMEs are more vulnerable to the impact of Covid-19, compared to large-scale businesses. Traditional market traders in a number of areas have complained about the lack of visitors since the outbreak of Covid-19. Restrictions of residents to gather in crowded places make people reluctant to shop at traditional markets, in addition to fears of exposure to the coronavirus or COVID-19 (Amin, 2020). During the Covid-19 outbreak, the number of buyers in the market has indeed decreased. Given the large number of restaurants, catering businesses and restaurants that are closed so that buyers are only limited to housewives (Rizki et al. 2020). Even though traditional markets are one of the public facilities whose existence is very important and needed by the community, especially to fulfill one of the basic human needs, namely in terms of food and clothing (Kifyanto et al. 2021).

Cisalak Market is one of the traditional markets in Depok City which operates for 24 hours every day. Technical Implementation Unit (abbreviated as UPT) as manager of the Cisalak Market has a vision of realizing its market as a center of economic growth in the orderly, clean, beautiful and comfortable trade sector. Like the traditional markets in general, activities in Cisalak Market are still running normally and are still crowded with buyers. But since the outbreak of COVID-19, market activities have also been limited and caused a decrease in the number of visitors as well as in purchasing power.

Kurniawansyah et al. (2020) said that the most obvious economic externality from Covid-19 at this time was the phenomenon of many employees being laid off, Termination of Employment (PHK) and various companies starting to go bankrupt. This situation automatically has an impact on other aspects, especially casual daily workers, MSME players, restaurant businesses, and community businesses that depend on mass gatherings, one of which is traditional markets. This situation automatically also affects people's purchasing power which decreases significantly, whereby the circulation of money in society becomes very minimal, at the same time the production of goods is also very limited, resulting in a trade deficit in the economic cycle.

The Corona Virus (Covid-19) is proof that this health-threatening virus can cause economic instability in a country, even on a global scale (Burhanuddin and Abdi, 2020). Community activities had also been quiet due to the massive spread of corona virus or COVID-19. This situation will affect the performance of Cisalak Market, especially on the amount of income received by traders in the market. Within a day, fabric traders at Cisalak Market claim that they can usually make a profit of up to Rp. 250,000 a day and now only make a profit of Rp. 50,000 a day. To avoid losses, many traders chose to close their kiosks (Kisar, 2020). Meanwhile, another strategy carried out by traders is that they must continue to sell in order to continue to benefit by reducing the number of products marketed in order to survive during this pandemic (Aisyah et al. 2022).

The existence of the Covid-19 pandemic is an unavoidable reality, thus providing changes to the socio-economic life of the community regarding values, attitudes and patterns of behavior for both traders and buyers (consumers). Changes in consumer attitudes were also seen during the pandemic and even after the pandemic, when during the pandemic consumers focused more on products that had value for their lives, such as hygiene and health products. Changes in people's consumption behavior will certainly affect the buying and selling process in traditional markets, one of which is a change in the demand for goods sold by traders in traditional markets (Ridho et al. 2022). Then the post-pandemic inflation rate has also become a change in consumer attitudes, where consumers' sources of income are not comparable to the higher prices of goods, this makes consumers prefer to save even more.

This paper aims to analyze the Cisalak Market in coping with this pandemic issue using a risk management approach. In particular, it aims (1) to identify the risk and determine risk treatment of the Cisalak Market in the midst of this pandemic and (2) provide solutions that make it possible to be resilient in continuing a business during a post-pandemic period.

METHODS

The study used qualitative methodology. Qualitative methodology is research methods used to examine natural object conditions where the researcher is a key instrument. Data collection techniques are carried out through observation, interviews, and literature review. Data analysis is inductive and qualitative research results emphasize the meaning rather than generalization. Qualitative research also builds multi-perspective interpretations from a variety of input sources and informants involved in research, not just from researchers (Soegiyono, 2014).

This research was conducted at Cisalak Market Depok, Jl. Raya Bogor No. 31, Cisalak, Depok, West Java.

The study period lasts from April to June 2020. The data used consisted of primary data and secondary data. Primary data were obtained from going to the field directly, in-depth interviews with UPT of Cisalak. Secondary data was obtained from several pieces of literature that are closely related to this research such as previous research reports, journals, internet sites, and sourcebooks.

This study will use fishbone analysis which will formulate the problem, search for the cause, and find the solution. Fishbone diagrams (Figure 1) are arranged by separating the causes into main categories (shown by lines from the backbone of the fish) with branches and sub-branches that describe more specific causes in that category (Charles, 2017). Some of the respondents interviewed were UPT Pasar Cisalak as the market manager and 10 traders at Cisalak Market with details of 3 traders on the basement floor (broiler chicken, coconut and wet seasoning traders), 2 traders on the 1st floor (fruit and basic food traders), 3 traders on the 2nd floor (clothes, bag and stationery vendors), 2 traders on the 3rd floor (food vendors). This study will find major problems and provide possible solution strategies.

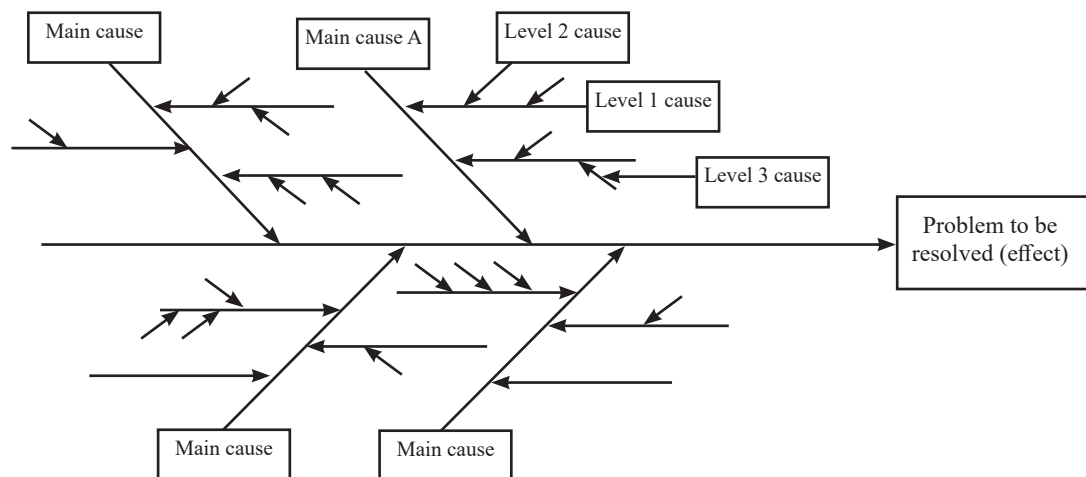


Figure 1. Fishbone Diagram (Afrianto, 2018)

RESULTS

The case of the spread of the coronavirus or Covid-19 in Indonesia has an impact on the decline in people's purchasing power to all traditional markets in the Greater Jakarta area, one of which is the Cisalak Market in the city of Depok. The market was quiet after the appeal of the government about the prohibition of going out of the house, away from the crowd, and doing social distancing. Coupled with the condition of the City Government of Depok temporarily closing Cisalak Market for two days, May 31-June 1 2020, after there were four traders there who were positively corona (Covid-19). The four traders stated positively after taking a swab test held by the Technical Implementation Unit (abbreviated as UPT) some time ago. The four traders have not traded since positive stated (Bisma, 2020). Regarding the closure of the Cisalak market, the Head of UPT Cisalak Market said that his office had socialized this temporary operational closure to traders and visitors. That way, for the time being, the buying and selling activities are diverted through online shopping or networking. It's just that not all traders are able to run online trading optimally.

After the market reopened, in anticipation of the Coronavirus in the market building not getting spread, the manager of the Cisalak Market sterilized by spraying disinfectants throughout the market area. This effort was carried out by the Technical Implementation Unit (abbreviated as UPT) of Cisalak Market in collaboration with the Depok City Fire and Rescue Service and the Indonesian Red Cross (Maulana, 2020). It is intended that health protocols must be put forward to prevent the spread of Covid-19 in the Cisalak Market, both to traders and buyers so that buying and selling transactions on the market feel safe. This is also in line with Budastra's research (2020) by creating a healthy market program, namely organizing and equipping supporting facilities according to the protocol for preventing and controlling the spread of Covid-19. Arrangement design should be simple, inexpensive, and effective for the user community.

Based on UPT Pasar Cisalak data (2020), traders at Cisalak Market have spread over 5 parts of the building: the 1st floor, 2nd floor, 3rd floor, basement, and warehouse. The 1st floor is divided into blocks A and B, where block A consists of 156 vegetable booths, while block B consists of 6 dry seasoning booths, 3

crackers booths, 48 booths that sell tofu and tempeh, 21 food stalls & eggs, 28 fruit booths, and 30 basic food stalls. The 2nd floor is also divided into blocks A and B which consist of 166 clothing stalls, 6 cosmetic & pharmacy kiosks, 7 furniture kiosks, 13 stationery & accessories kiosks, 13 silver kiosks, 10 gold kiosks, 17 shoes & bag stalls. The 3rd floor is also divided into blocks A and B, where block A consists of 2 pastry kiosks and 16 coffee shop kiosks, while block B consists of 4 rice stalls, 8 food courts, and 2 salons. The basement is divided into blocks A, B, and C, where block A consists of 51 broiler stalls, 12 broiler stalls, 20 freshwater fish stalls, and 37 saltwater fish stalls, for block B consists of 9 cue fish stalls and 15 salted fish booths, while block C consists of 55 wet seasoning booths, 39 coconut booths, 53 meat booths, 5 meatball mill stalls, 11 Langsam meatball stalls, and 6 coconut milk & seasoning stalls. The Warehouse building consists of 29 plastic and basic food warehouses.

1st floor of a total of 342 kiosks and booths filled with 302 (88%), 2nd floor of a total of 274 kiosks and booths filled with 232 (85%), 3rd floor of a total of 300 kiosks and booths filled with 32 (11%), basement floor of a total of 397 kiosks and booths filled with 313 (79%), and the warehouse part of a total of 44 kiosks which was filled with 29 (66%). Out of a total of 1,360 kiosks and stalls, only 898 were filled, or 65% of them. This shows a decrease from pre-pandemic data where kiosks and booths were filled with more than 80%. The data shows that many kiosks and stalls have closed or gone out of business because people's purchasing power has decreased, especially for products that do not staple products such as herbal products, perfumes, beverage agents, and HP & electronics counters which have completely disappeared, while kiosks coffee shops, rice shops, and salons that survive are only 5-15%.

Based on interviews with the head of the Technical Implementation Unit (abbreviated as UPT) and several traders in the Cisalak Market, the risk that might occur is that the Cisalak Market is increasingly empty of visitors. In line with Febriadi's research (2022) the lack of visitors has caused their income to decrease, they have not even been able to fully recover during this post-pandemic period because it is influenced by various factors such as inflation, rising prices of basic commodities, declining people's purchasing power, many merchandise that are not sold out, and also the many competitors with the same merchandise.

From this possible risk, four (4) main causes can be formulated, namely Large-scale social restrictions (PSBB), Economic downturn, Environment, and Online Shopping. The main causes are caused by several things such as, the policy temporarily closes the market because there are four traders who have proven to be positively affected by the coronavirus, the public cannot visit the market due to physical distancing rules, panic buying appears so that people hoard food ingredients at home. In addition, there was an economic downturn caused by rising prices of basic goods, so that consumer purchasing power decreased and market stalls suffered losses and had to go out of business. The market is also considered vulnerable to the rapid spread of the virus, so people are reluctant to shop at traditional markets because they avoid crowds. The increasing number of online trading transactions is also a lonely factor for traditional markets because of the convenience of transactions and giving discounts by the marketplace. Figure 2 about fish bone analysis.

Based on ISO 31000: 2018, risk management generally consists of principles, frameworks, and risk management processes. This paper will only discuss

what are the main problems or risk identification faced by the Cisalak Traditional Market, then what are the causes and how are the risks treated qualitatively. After that, an analysis of possible solutions based on the problem at hand is analyzed. The risk treatment to deal with the problem of lack of visitors in the Cisalak Market is to mitigate risks from the causes of the risks that occur.

1. Large-scale social restrictions (abbreviated as PSBB)

Market managers ensure the distance and capacity of people present and increase staff personnel so that health protocols can be implemented strictly in traditional markets, and infants to toddlers and pregnant women are prohibited from entering the market. This really needs to be done considering that traditional markets are one of the places that are vulnerable in terms of transmission of the Covid-19 virus because according to Susanto's research (2018) the main characteristics of traditional markets are the interaction between traders and buyers that occurs directly and spontaneously. This can be known in the form of bargaining that occurs openly and clearly.

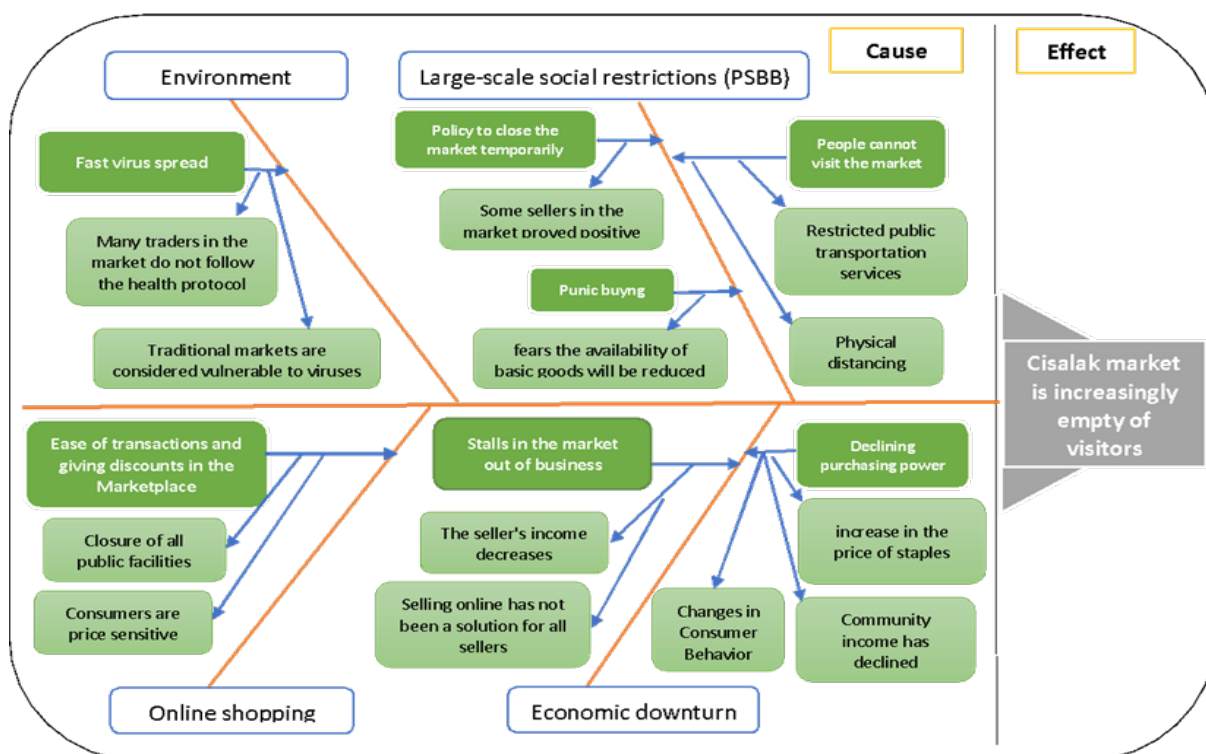


Figure 2. Fishbone Analysis

2. Online Shopping

Traditional traders must begin to change the way their sales not only rely on consumers or buyers who come to the market because the numbers are limited and small because the scope is local, but more broadly with online marketing systems such as collaborating with the marketplace and payment transaction models via bank transfer, e-wallet such as Ovo, Gopay, Dana, LinkAja, and others. So that it is expected to have an impact on increasing sales of merchandise sales for all businesspeople including traditional traders (Dedy, 2020). It also needs to make a personal approach with loyal customers to offer shopping that can be done online, and shipping can use shipping services.

3. The economy is slowing down

The budget allocation minimizes expenditure amid the decline in sales experienced. In addition, merchants can provide discounts on the sale of goods to boost sales. The key to restoring national economic conditions is survival at the individual and business entity levels. Therefore, the state must make every effort, including by providing stimulus, so that its people do not collapse during the crisis, remain productive and have adequate income, and businesses can continue to run (Hardiwardoyo, 2020).

4. Environment

Market managers provide supporting facilities and infrastructure such as procurement of disinfectant booths, hand washing equipment along with soap or hand sanitizers, masks or face shields for traders, and checking body temperature for traders and visitors. This is in line with Munandar et al research (2020), which hopes that education will be carried out by the government to raise awareness and persuade all people to use masks persuasively when in public places.

Sellers in the market also admit that they need stimulus from the government as a solution that allows them to be resilient in running their businesses after facing the pandemic. The following are the 4 (four) stimuli needed by market traders. (1) Need empowerment, the government can take steps to empower market

traders through strengthening national production in the form of stimulus, subsidies, and assistance needed by sellers in markets that are currently still affected by the covid-19 pandemic. (2) Assist direct distribution to the community, the pattern of assistance must be direct and direct, not by import. The existence and dynamics of the people's market so far have proven to be able to survive in a difficult economic situation, in addition to being able to make a real contribution to the distribution of food in the community. The government can provide special stimulus to market traders through cooperatives to procure important staples, to be distributed to market traders throughout Indonesia. (3) Credit assistance, stimulus funds are needed whose source of allocation comes from the People's Business Credit (abbreviated as KUR). The method of distribution is through the Market Traders Cooperative, by selecting competent traders so that market traders as the frontline of the distribution channel. (4) Online services, providing online community services in addition to preparing a delivery or delivery team to meet the demands of the community around the market by utilizing technological sophistication in the form of a website.

Other efforts include expanding access to financing for People's Business Credit (abbreviated as KUR) by Banks, Partnership and Community Development Programs by State/Regional-Owned Enterprises (abbreviated as BUMN/D) and utilizing Corporate Social Responsibility (CSR) funds from large national and foreign private companies for capital. It is also necessary to establish a business partnership in the form of a production partnership and a marketing system so that a clear market share for certain MSMEs products is obtained. The form can be through joint marketing facilities and web-based information technology by the relevant ministries or technical agencies as online business communication media (Thomas, 2020). Specific efforts can be made through strategies such as increasing entrepreneurial motivation (focus and operationalization), increasing business planning and business management capabilities, enhancing the capabilities of human resources in production and marketing techniques, developing flexible business cooperation networks and MSMEs business models as a model of entrepreneurship-based development community empowerment.

Managerial Implications

The impact of the Covid-19 epidemic, which has been confirmed in Indonesia since March 2, 2020, on traditional market traders or people's markets has not yet been precisely and safely addressed. Along with people not feeling secure when shopping at the market, the government has also decided to close several traditional markets, or people's markets, to maintain security.

Related to this, the central government should be able to work with local governments so that the budget for refocusing economic recovery can help the small people who work as market traders. Selling online or the delivery method has not been a solution for all traders because not all small traders have sufficient ability to run it. As a result, the income of traders in traditional markets, one of which is in the Cisalak Market based on data published by the Ministry of Trade in early May 2020, there was a decline in market turnover by an average of 39 percent due to the lack of buyers during Covid-19 in Indonesia.

The government needs to pay more attention to traditional markets so they can recover and remain competitive in the post-pandemic period. Better management and development of traditional markets during this pandemic to improve the competitiveness of traditional markets and save micro, small businesses so that their businesses can survive.

The government programs to create comfort in traditional markets, in this case carried out by market managers, are the main basis for ensuring strict health protocols to anticipate that no more traders or visitors will be exposed to Covid-19. Market managers must provide supporting facilities and infrastructure such as procurement of disinfectant booths, hand washing equipment along with soap or hand sanitizers, masks, or face shields for traders. In addition, body temperature checking devices, opening/closing shop arrangements such as using even-odd schemes, setting the distance and capacity of people present, as well as adding personnel so that health protocols can be strictly implemented in traditional markets.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Cisalak Market is one of the traditional markets in Depok City which operates 24 hours a day. Like traditional markets in general, activities at Cisalak Market are still running normally and are still crowded with buyers. But since the Covid-19 pandemic, activity in the market has also been limited and has led to a decline in visitors and purchasing power. The risk that may be faced during the pandemic and afterward is that the Cisalak Market will be increasingly empty of visitors. This is due to many factors, namely the existence of large-scale social restrictions (abbreviated as PSBB), weak economic conditions, switching to online shopping, and environmental factors because the market is considered vulnerable to viruses. It is necessary to mitigate risks from the causes of these risks. Traders in the market need 4 (four) stimuli from the government as a possible solution to be resilient in running their business in dealing with the corona virus, namely (1) the need for empowerment, (2) direct distribution assistance to the community, (3) credit assistance, and (4) online service.

Recommendations

The strategy for MSMEs in this case traditional market traders so that their businesses can survive in uncertain economic conditions due to the Covid-19 outbreak is improving product quality and marketing access. Such as improving the standardization of quality, branding, structuring locations, and promotions that are strengthened by the business system. MSMEs need to be assisted in order to develop their business skills and services. For example, by establishing an integrated business service center and Human Resources (HR) development for competency-based MSMEs, providing a center for consulting and developing MSMEs, as well as creating integrated information.

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