Improving the Quality of Traditional Market Services Based on the Indonesian National Standard (SNI) in the Case of Rau Market, Serang City

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ABSTRACT

Traditional markets have a strategic function as a driver of the local economy that can increase employment opportunities and local revenue (PAD). The low quality of service and competitiveness of traditional markets are the main problems that hinder their function and role. The purpose of this study is to determine the priority scale for improving the service quality attributes of traditional markets by referring to the Indonesian National Standard (SNI). This study took Rau Market in Serang City as a case. Research respondents were taken randomly from the population of traders in the market and were also strengthened by interviews with buyers and market managers. Data from interviews with trader and buyer respondents were analyzed using the Importance Performance Matrix (IPM) method. The results of this study indicate that there are nine service quality attributes that are considered very important by customers but their performance levels are considered still unsatisfactory, namely market cleanliness, waste collection, public facility conditions, market drainage, waste and garbage management, the ability of officers to supervise the conformity of goods prices with the facilities provided, the ability of officers to supervise the quality of goods, the ability of officers to give strict sanctions to violators of the rules, the ability of officers to supervise the price of goods. The results of the study can be a reference for the Regional Government in allocating budgets for traditional markets by prioritizing aspects of market management and maintenance.

Keywords: Importance Performance Matrix, customer satisfaction, service quality

INTRODUCTION

The trade sector in Serang City is a leading sector and one of the people's economic bases that has great potential and is able to drive the economy. The trade sector in Serang City has the potential to accelerate economic growth and contribute to the Gross Regional Domestic Product (GRDP) of Serang City. Based on data from the BPS of Serang City in 2022, the trade sector has the largest contribution to the GRDP of Serang City, where 27.08% of Serang City's income comes from the trade sector. However, currently Serang City has strategic issues that still hinder the development of the trade sector in Serang City, namely the low quality of service and competitiveness of traditional markets, uneven distribution of trade facilities and infrastructure, and the arrangement of traditional markets and management of street vendors (PKL) which are not yet

optimal (RPJMD of Serang City 2018-2023). Since its inauguration in 2004 until now, Rau Market has faced various problems that have not been resolved either by the management, namely PT Pesona Banten Persada or by the Serang City Government. In terms of finance, the target achievement and realization of Regional Original Income (PAD) from the Rau Market Retribution sector in the last seven years have never been achieved and even tend to decline. The realization of regional retribution revenue from Rau Market in 2017 was 755,444,897 from a target of 1,000,000,000 or 75.54%. Meanwhile, in 2021, the realization of retribution revenue of 737,336,000 from a target of 1,208,000,000 decreased by 61.04%. In 2018 and 2019, there was also a decrease in the realization of retribution revenue, each reaching 61.48% and 58.08%.

One of the causes of the decline in the achievement of market retribution revenue is the large number of kiosks and stalls that have closed. Of the 4,582 kiosks, 2,849 or 62.18% were open and 1,733 or 37.82% were closed, while of the 760 stalls, 505 or 66.44% were open and the remaining 255 or 33.56% were closed (Disperindagkop, 2021). The condition of the closed kiosks and stalls was caused by many factors, including the fact that the kiosks and stalls were not sold from the start (no buyers); the existence of kiosks and stalls that were deliberately closed or abandoned by their owners; the number of traders who moved to sell on the roadside and ground floor of the market building on the grounds that there would be few visitors if they continued to sell in the kiosks on the upper floors of the market building; the number of visitors who were reluctant to come to the area of the upper floor kiosks because the access stairs to the upper floor were dirty and blocked by many goods, the escalator was dead, and the lighting was inadequate; the location of the upper floor kiosks looked shabby (lots of garbage scattered around and facilities that were damaged and not well maintained); and muddy road access to Rau Market. In addition to internal conditions that cause many kiosks and stalls in Rau Market to close, the rapid development of modern markets and the close distance between modern markets and Rau Market have caused a decline in popularity and the number of visitors shopping at Rau Market (Soliha 2008).

With the continued growth of modern markets in Serang City, the government must continue to strive to improve the quality of traditional markets. One strategy that can be used is to create traditional markets that are managed according to the SNI (BSN 2015). This standardization is an effort to change the image of the market for the better, improve the quality of services provided, increase public interest in shopping at traditional markets again, protect consumers, and drive the regional economy based on local wisdom (Rahardiani 2016). Market management in accordance with SNI is expected to have a positive impact on managers, local governments, traders, buyers and the surrounding community, such as ease of obtaining needs, obtaining comfort and safety in shopping, increasing the number of transactions, distributing local traditional products, absorption of local resources to encourage Regional Original Income (PAD) (Adiastuti 2009).

To realize the SNI Traditional market, PT Pesona Banten Persada needs to improve the quality of service in accordance with SNI requirements. Therefore, this study aims to determine the priority scale for improving the quality of Rau Market service attributes based on SNI. One of the visualization tools that can be used to improve service quality is the importance performance matrix (IPM), by using IPM PT Pesona Banten Persada as a market manager can determine the quality of each service attribute, determine the priority scale for improving service quality attributes, and help determine strategies for improving service quality attributes spread across the four IPM quadrants. Several previous studies describe the use of IPM in determining the priority

scale for improving market service quality such as studies conducted by (Oba O, 2023) and (Arianty N, 2013). However, there has never been a study that examines the improvement of service quality attributes of traditional markets according to SNI requirements using IPM. Therefore, researchers are interested in conducting a study on improving service quality attributes of traditional markets classified based on SNI requirements using the IPM visualization tool.

LITERATURE REVIEW

The market is a manifestation of institutionalized economic activities and a meeting place for producers (traders) and consumers (buyers) to carry out the buying and selling process. Markets according to service quality class are divided into traditional markets and modern markets (Yogi, 2000). Traditional markets are economic institutions that have strategic functions, including as a node of local economic strength, contributing to the regional economy, increasing employment opportunities, providing a means of selling, especially for micro, small, and medium business actors, being a reference for the price of basic necessities that underlies the calculation of inflation rates and price stability indicators, increasing Regional Original Income (PAD), as one of the means of local cultural sustainability, and being the upstream and estuary of the information economy which is the backbone of the Indonesian economy (SNI 8152:2015).

The SNI for Traditional markets that has been prepared includes provisions on general, technical, and management requirements that must be owned by traditional markets. According to SNI 8152:2021, the general requirements in SNI for traditional markets are the general conditions required by a traditional market, including legal documents, market location, cleanliness and health, and safety and comfort. The technical requirements of SNI for traditional markets are the requirements that regulate the technical (specifications) of

the building or physical market, including trading space, accessibility and zoning, re-measurement posts and calibration sessions, public facilities, safety in buildings, lighting, air circulation, drainage. Meanwhile, management requirements are requirements that regulate the management and operation of market activities effectively and efficiently, including the main tasks and functions of market managers, market management work procedures, market management structures, and trader empowerment.

According to Ulrich et al. (2012), customer needs analysis is an activity to understand customer needs and communicate them effectively to the party providing the service. The purpose of customer needs analysis is to ensure that the service has focused on customer needs, identify hidden and unspoken customer needs, provide fact-based considerations for a service, facilitate the creation of archives related to customer needs analysis activities, and ensure that no important needs are missed. Consumers are people who use the products or services being marketed. Kotler and Armstrong (2017: 163) state that consumer satisfaction is a feeling of pleasure or disappointment that arises after comparing the performance or results they feel with their expectations. If the consumer's expectations are met, they will feel satisfied, and if they are not as expected, they will feel disappointed. Consumer satisfaction is largely determined by the quality of service provided. Service quality is the level of difference between customer expectations and perceptions Zeithaml et al. (1985).

Quality in the service industry is a presentation of a product or service according to the applicable standards where the product is held and its delivery is at least the same as what the customer wants and expects, Tjiptono (2011). Service quality is centered on efforts to fulfill customer needs and desires and the accuracy of its delivery to balance customer expectations, namely the conformity between expectations and management perceptions, the conformity

between perceptions of customer expectations and employee work standards, the conformity between employee work standards and the services provided with the promised services and the conformity between the services received and what customers expect (Sunyoto 2012).

MATERIALS & METHODS
Research Design

The research design used in this study is qualitative and quantitative descriptive analysis. Descriptive method is a research method that aims to describe the characteristics of an object. One popular approach to this research is the survey approach. Survey activities are carried out to obtain information from the development activities of Rau Market by PT Pesona Banten as the manager. Surveys can be conducted using interview techniques, observations, and questionnaires to respondents and experts who have expertise and roles in market development. The data obtained are then analyzed quantitatively to examine the priority of the chosen strategy in the development of Rau Market.

Types and Sources of Data

The types and sources of data used in this study are primary and secondary data. The type of primary data is data obtained using the results of individual or group interviews or questionnaires (Sekaran 2011). While secondary data is a source of research data obtained indirectly through intermediary media (Sugiyono 2017). Primary data sources include observations, interviews, Focus Group Discussions (FGD), and questionnaires. While secondary data sources are obtained from literature or library studies. The data can be sourced from documents, archives, legislation, government regulations, standardization regulations, newspapers, relevant internet sites, research journals, books, and data from various related government agencies.

Sampling Determination Technique

To determine the sample size of traders, the Slovin formula (Umar 1997) is used as follows:

$$n = \frac{N}{1 + Ne^2}$$

The population of traders in the Rau Traditional Market is 1703 traders, so with a percentage of leniency of 10%, the number of respondents of Rau Market traders is 94 traders with the criteria of trading for at least three years, and 100 buyers with the criteria of living in Serang City and shopping at Rau Market at least twice a week.

Data Processing and Analysis Technique

IPM is a form of diagram that is divided into four quadrants which are limited by two lines that intersect perpendicularly at point (X, Y). The X-axis (horizontal axis) will fill in the performance/satisfaction level score, while the Y-axis (vertical axis) will fill in the importance level score. IPM is needed to see the position of service quality attributes obtained based on the importance level score and performance level score from 194 respondents of traders and buyers at Rau Market. So that the company can link the importance of these attributes to the reality felt by traders and allow Rau Market to focus on the efforts that must be implemented.

Research Location and Time

The research was conducted at the head office of PT Pesona Banten Persada located at jalan KH Abdul Latip, Cimuncang, Serang District, Serang City, Banten 42111. In addition, research (observation) was also conducted at Rau Market which is managed by PT Pesona Banten Persada. The research was conducted in July - September 2024.

RESULT

To improve the service quality of Rau Market, PT Pesona Banten Persada as the

market manager needs to determine the priority scale of improvement of service quality attributes using the IPM. The input of the IPM is the answers to the Importance questionnaire and the performance questionnaire for each service quality attribute. The results of the IPM are in the form of the position of each service questionnaire attribute in a Cartesian diagram where the x-axis is performance and the y-axis is importance. In this study, the IPM is needed to see the position of 35 service quality attributes obtained from the assessment of 94 trader respondents and 100 buyer respondents at Rau Market. The importance level score of service quality attributes is assessed using a Likert scale of 1-5 (score 1 = not important, 2 = less important, 3 = neutral, 4 = important, 5 = very important) and the performance level score of service quality attributes is assessed using a Likert scale of 1-5 (score 1 = not good, 2 = less good, 3 = neutral, 4 = good, 5 = very good). The visualization results obtained from the IPM allow the management of Rau Market to focus on the efforts that must be implemented. However, before knowing the position of service quality attributes in the HDI, it is necessary to first calculate the average value of the importance level score and the average performance level score that will be plotted on the Cartesian diagram. The results of calculating the average value of the importance level and performance of service quality attributes can be seen in Table 1.

Table 1. Average value of the level of importance and performance of service quality

No	Statement	Average Importance	Average Performance
1.	Regulation of Rau Market operating hours	4.21	2.83
2.	Location of Rau Market	4.48	2.83
3.	Conditions of public roads passed to Rau Market	4.53	2.82
4.	Conditions of public transportation routes to Rau Market	4.5	2.90
5.	Cleanliness conditions of Rau Market	4.71	2.03
6.	Conditions of waste storage at Rau Market	4.66	1.76
7.	Arrangement of shops, kiosks, stalls, and stalls	4.46	2.61
8.	Condition of air circulation flow of Rau Market	4.47	2.53
9.	Accessibility of Rau Market facilities	4.48	2.25
10.	Arrangement of Rau Market trade zoning	4.46	2.70
11.	Condition of Rau Market parking lot	4.53	2.29
12.	Condition of loading and unloading area	4.49	1.94
13.	Condition of Rau Market corridor/gangway	4.47	2.41
14.	Condition of Rau Market re-measurement post	4.43	1.75
15.	Condition of public facilities of the Market (management office, toilet, breastfeeding room, CCTV, prayer room, multipurpose area, health service post, security post, smoking area, sanitation room, green area)	4.51	2.16
16.	Physical condition of Rau Market building	4.47	2.77
17.	Condition of Rau Market evacuation route	4.46	2.11
18.	Lighting condition of Rau Market	4.4	2.79
19.	Drainage condition of Rau Market	4.63	1.82
20.	Availability of clean water in Rau Market	4.56	2.50
21.	Waste and garbage management	4.62	1.92
22.	Market technology and information facilities	4.37	1.86
23.	Ability of officers to supervise the conformity of goods prices and facilities provided	4.65	1.71
24.	Ability of officers to maintain market facilities and infrastructure	4.47	2.04
25.	Ability of officers to discipline street vendors	4.46	2.11
26.	Ability of officers to provide information and complaint services to buyers	4.42	1.96
27.	Speed of officers in serving buyers' needs	4.44	1.90
28.	Speed of officers in responding to complaints buyers	4.45	1.92

29.	Speed of officers in resolving buyer complaints	4.41	1.93
30.	Ability of officers in controlling market security and order	4.46	2.06
31.	Ability of officers in supervising the quality of goods	4.63	1.68
32.	Ability of officers in giving strict sanctions to violators of the rules	4.68	1.93
33.	Ability of officers in supervising the price of goods	4.65	1.76
34.	Ability of officers in conducting re-verification	4.43	1.66
35.	Ability of officers in managing waste	4.70	2.30
	Average	4.51	2.19

Furthermore, the average value of the scores of the level of importance and the level of performance that have been calculated are plotted on a Cartesian diagram. The results can be seen in Figure 1.
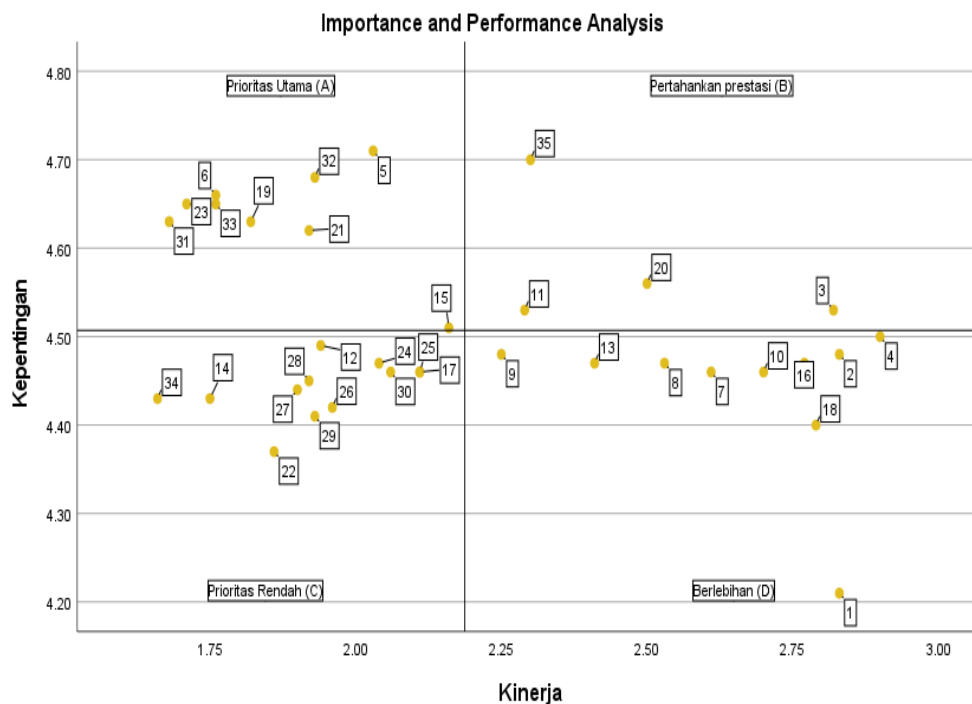

Figure 1. IPM of Rau Market Service Quality according to Traders and Buyers

Based on Figure 1, it can be seen that the location of the service quality attributes analyzed is spread into four parts, namely quadrant A (Top Priority), quadrant B (Maintain Achievement), quadrant C (Low Priority) and quadrant D (Excessive). The results of the HDI visualization of 35 service quality attributes of Rau Market according to traders and buyers are shown in table 2.

Table 2 IPM of Rau Market Service Quality according to Traders and Buyers

Position of Rau Market Service Attributes			
Quadrant A	**Quadrant B**	**Quadrant C**	**Quadrant D**
1. Market cleanliness conditions (5)	1. Conditions of public roads passed to Rau Market (3)	1. Condition of loading and unloading area (12)	1. Market operating hour regulations (1)
2. Market waste storage conditions (6)	2. Condition of Rau Market parking lot (11)	2. Condition of re-measuring post (14)	2. Market location conditions (2)
3. Market public facilities conditions (15)	3. Availability of clean water in Rau Market (20)	3. Evacuation route conditions (17)	3. Public transportation route conditions to the market (4)
4. Drainage conditions of Rau Market (19)	4. Ability of officers in	4. Market information technology facilities (22)	4. Arrangement of shops, kiosks, and
5. Waste and garbage		5. Ability of officers to	

management (21) 6. Ability of officers to supervise the conformity of goods prices with the facilities provided (23) 7. Ability of officers in supervise the quality of goods (31) 8. Ability of officers in giving strict sanctions to violators of the rules (32) 9. Ability of officers in supervising the price of goods (33)	managing waste (35)	maintain market facilities and infrastructure (24) 6. Ability of officers to discipline street vendors (25) 7. Ability of officers to provide information and complaint services to buyers (26) 8. Speed of officers in serving buyers' needs (27) 9. Speed of officers in responding to complaints buyers (28) 10. Speed of officers in resolving buyer complaints (29) 11. Ability of officers in controlling market security and order (30) 12. Ability of officers to conduct re-verification (34)	stalls (7) 5. Market air circulation conditions (8) 6. Accessibility of market facilities (9) 7. Trade zoning arrangements (10) 8. Condition of corridors/gangways (13) 9. Market building conditions (16) 10. Market lighting conditions (18)

DISCUSSION

The service quality attributes in quadrant A (priority quadrant) are considered to have the most influence on customer satisfaction, because the existence of these service quality attributes is considered very important by customers but the level of performance is considered still unsatisfactory. Therefore, handling needs to be prioritized and improved because if not, it can reduce customer satisfaction so that the necessary improvement efforts will be even greater.

Problems related to market cleanliness, market waste and drainage, the adequacy of market facilities and infrastructure, and suboptimal management are topics of problems that are often complained about in traditional markets. Similar things are also the main problems in Rau Market which has a dirty and shabby image, where garbage is scattered in various corners of the market and causes an unpleasant odor, many locations of waterlogging due to poor drainage systems, the condition of the Rau Market buildings or facilities which are mostly damaged, and the management of Rau Market which is still carried out in a family manner without implementing a professional management system and is not managed by experts. The management needs to make various efforts to improve these service quality attributes, including improving waste management, cleanliness, and security; carrying out regular maintenance of market facilities and infrastructure; revitalizing the market according to SNI requirements; increasing the quantity and quality of human resources for managing Rau Market; coaching Rau Market traders; implementing standard operating procedures (SOP) according to SNI for traditional markets; improving the quality of service with automation systems and administrative digitalization; implementing market rules and strict sanctions for traders and business partners; and supervising trading activities.

Attributes located in quadrant B (Maintain Achievement) are attributes of Rau Market service quality that need to be maintained or improved because the actual performance level is generally in accordance with the level of interest or expectations of traders and buyers. The strategy for service quality variables in quadrant B is to maintain them

because all of these variables make Rau Market superior in the eyes of respondents.

Attributes located in quadrant C (Low Priority) are service quality attributes that are less important or have a low influence on traders, and the performance level of Rau Market on these service quality attributes is relatively low. Similar to quadrant A, only the attributes in quadrant A have a high level of importance so that their performance needs to be prioritized, while the level of importance of quadrant C is low, so the priority is also low. The implications that occur in quadrant C, even if its performance is improved, will not significantly increase customer satisfaction. Although the attributes in this quadrant are considered less important by customers, these attributes need to be considered and managed properly because customer dissatisfaction can start from the performance of these attributes, but the attributes in quadrant A remain the main priority.

The attributes located in quadrant D (Excessive) are the service quality attributes of Pasar Rau which have a very good level of performance according to traders, but these service quality attributes have a level of importance that is not so important. So these service quality attributes need to be reconsidered because they are considered too excessive in their implementation. Pasar Rau does not need to focus too much on improving the service attributes in this quadrant, because its performance is already very good. So what needs to be done is to manage existing investments so that they can be contributed optimally and proportionally according to the priorities that have been determined. That way, the market management can allocate funds to factors that are considered more important by customers, where these factors require greater costs in increasing their implementation.

CONCLUSION

Based on the IPM, nine service quality attributes were obtained as priorities in improving service quality attributes, namely the cleanliness of Rau Market, the condition of Rau Market's waste storage, the condition of Rau Market's public facilities, the condition of Rau Market's drainage, waste and garbage management, the ability of officers to supervise the suitability of the price of goods and the facilities provided, the ability of officers to supervise the quality of goods sold, the ability of officers to provide strict sanctions against violators of the rules, the ability of officers to supervise the price of goods sold.

As a suggestion, PT Pesona Banten Persada needs to improve the managerial aspects, professionalism, and development of HR quality to support the development of Rau Market: the government needs to organize various regulations in order to provide business certainty for the sustainability of Rau Market development; and for further research, the economic development of Serang City, the increase in population and the demand for the development of traditional markets in accordance with the times by implementing SNI standards can be interesting topics whose results can be recommendations for stakeholders in making decisions to support the development of traditional markets in Serang City.

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