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## Quality Improvement Strategies for Traditional Market in Depok, Indonesia: Case Study of Cisalak Market

**Annisa Falimantik**

Magister Student, School of Business, IPB University, Indonesia

**Siti Jahroh**

Lecturer, School of Business, IPB University, Indonesia

**Kirbrandoko**

Lecturer, School of Business, IPB University, Indonesia

### **Abstract:**

*The economic development of a region is strongly influenced by several sectors, one of which is the trade sector that inseparable from the contribution of traditional market activities. At this time, Indonesian National Standard (abbreviated SNI) specifically for the Traditional Market has been published since 2015 as a guideline for all stakeholders. However, the number of traditional markets spread in Indonesia that certified by SNI is still very minimal, especially in the province of West Java. Cisalak Market as one of the traditional markets in West Java managed by Depok City Government still faces several problems that must be resolved in order to become a market with Indonesian National Standard (SNI) certification. The research discussed about how to improve the quality of market management based on true customer requirements by integrating Service Quality and Quality Function Deployment which will generate the strategies for quality improvement. The result shows that the services quality of Cisalak Market is not optimal as indicated by the customer needs attribute with a negative gap value. The research also generated 10 true customer requirements of traders and 8 true customer requirements of buyer. The final results show that there were some priority technical specifications that need to be improved, such as controlling the street vendors, providing information attributes, improving waste, cleanliness and security management, increasing market facility maintenance activities and market activation activities.*

**Keywords:** Gap score, Indonesian national standard (SNI), priority technical specification, quality function deployment (QFD), true customer requirements

### **1. Introduction**

The economic development of a region is strongly influenced by several sectors, one of which is the trade sector which is accompanied by population growth and absorbs a significant number of workers. Three sectors that gather the most labor are the agriculture, forestry and fisheries sectors by 30.46%, the trade sector by 18.53% and the manufacturing industry sector by 14.11% (BPS, 2018). The performance of the trade sector is said to be inseparable from contributions to traditional market activities (Basri, 2012). At this time, the traditional market in Indonesia is 9,559 units (Ministry of Trade 2019). With such a large number of traditional markets, the Indonesian National Standard (abbreviated SNI) specifically for the Traditional Market has been published since 2015 as a guideline for all stakeholders in managing the market (BSN, 2015). However, the number of traditional markets spread in Indonesia that certified by SNI is still very minimal, especially in the province of West Java. Depok City Government manages five markets out of a total of ten markets including Cisalak Market but only to be able succeeded in creating a traditional market with SNI certification, which is Sukatani Market in 2016. Cisalak Market is one of the markets that has been revitalized by the government. But unfortunately, the revitalization program was not balanced with an increase in the quality of service.

Cisalak Market still faces several problems, so that the market management function has not run well. However, the main problem is the street vendors which are still difficult to control. This is certainly a trigger for other problems, such as hampered access to the market which ultimately also affects the reduction in visitors who come because some of them tend to prefer to shop at street vendors. Furthermore, this eventually led to 449 or 33% of stalls not being filled with traders out of a total of 1360 and to the receipt of retribution that only reached 70% in 2019 (Disdagin, 2019). Based on this, Cisalak Market is expected to be able to improve its quality by managing its market according to SNI, so that it will have an impact on managers, local governments, traders, buyers and surrounding communities, such as ease of getting needs, obtaining convenience and safety of shopping, increasing the number of transactions, channeling local traditional products, absorption of local resources to encourage Local Original Revenue (PAD). One that can help managers to improve the quality of their services is to use the integration of Service Quality and Quality Function Deployment method where managers can find out gaps that occur due to differences in understanding between managers and customers that can have a serious impact on the perception of the quality of services provided as well as design service quality by converting customer needs into measurable technical specifications, so that later it will produce priority technical

specifications that need to be developed (Besterfield, 2013).

There are several researches that serve as a reference in this research. The first research conducted by (Dotulang et al. 2017) aims to find out whether the quality of service in which there are factors of reliability, responsiveness, assurance, empathy, tangibles have an impact on Pinasungkulan Karombasan Market customer satisfaction, concluding that the five factors of service quality has an impact on customer satisfaction so that each attribute must continue to be improved. A research (Wijayanto, 2016) aims to find out how the service quality of Pernalang Market in terms of physical, non-physical aspects and satisfaction of Pernalang Market costumers, concludes that customers are satisfied when assessed from the physical aspects of location and supporting infrastructure. But there is still a need to improve service quality in terms of layout, building facilities, facility maintenance, management, management competencies and market management policies. A research (Sulistyo, 2011) aims to identify technical designs based on customer needs in order to create a market that is attractive to buyers and able to compete with modern markets. The results of this research recommend that 21 technical specifications can be used to design traditional market revitalization including building renovation design, layout design, building height design from the highway, parking area design, ventilation system design, building security post design, number of security personnel, availability of control personnel quality, number of garbage containers and street vendor arrangement design based on customer needs and at the same time able to answer their needs for traditional markets.

The objectives of this research are [i] identifying and analyzing true customer requirements based on service quality to develop Citalak Market in obtaining SNI certification, [ii] identifying and analyzing the technical specifications that need to be prioritized based on customer requirements to develop the Citalak Market in obtaining SNI certification, [iii] recommend the quality improvement strategies that can be run in accordance with SNI and customer requirements.

## 2. Literature Review

### 2.1. Services Operations Management

Management of service operations is the activity of creating services through the process of transforming inputs into outputs (Heizer et al. 2008). Management of service operations can also be defined as a series of activities which include the design, operation and improvement of systems that create value and deliver services (Chase et al. 2006). Operations management is concerned with managing all individual processes as effectively as possible. The transformation process can be categorized as physical (manufacturing company), location (transportation company), storage (warehousing), exchange (retail business), physiological (health care) and informational (telecommunications company). The transformation process is seen as a series of activities along the value chain from suppliers to customers. In essence, the role of operations lies in the creation of value (Ariani, 2009).

Some things that are the responsibility of the operations sector are, process design, layout, production planning, inventory control, quality control and management, capacity planning and work management. Services are produced in a series of interrelated activities that accumulate to form a value chain that ultimately produces a product or service to achieve customer satisfaction. In service companies, the value chain will form a service profit chain that includes customer satisfaction and loyalty which will drive a series of performance that links quality, productivity, service value, customer satisfaction and loyalty, so as to drive profit and growth (Silvestro, 2002).

### 2.2. Services Quality

Determining the quality of services and their components in a form that can be applied to a business is an important effort that must be taken more seriously (Hossain et.al 2009). According to (Zeithaml et al. 1988), service quality is the level of difference between customer expectations and perceptions. The quality of the service depends on the customer's perspective and can produce different interpretations of the quality of the service itself (Burbock, 2014). According to (Tjiptono, 2011), quality in the service industry is a presentation of a product or service according to the applicable size at the place where the product is held and the delivery is at least the same as desired and expected by the customer. Service quality is centered on efforts to meet the needs and desires of customers and the accuracy of its delivery to balance customer expectations, namely the conformity of expectations with management perceptions, the suitability between perceptions of customer expectations with employee work standards, the suitability of employee work standards with services provided with services promised and the suitability between the service received and what the customer expects (Sunyoto, 2012).

According to Parasuraman cited by (Tjiptono, 2011) there are five main dimensions in service quality, namely reliability, responsiveness, assurance, tangible and empathy. A service is considered good quality if the difference between expectations and perceptions of customers is small (Parasuraman et. Al. 1985) and will have a positive impact on the success of a business (Ravichandran et al. 2010). In service quality, there are service quality instruments that are useful in analysing gaps. This gap usually occurs between communication and understanding between service providers and customers which can have a serious impact on perceptions of service quality. Through analysis of these various gap scores, a company or service organization can not only assess the overall quality of its services as perceived by customers, but can also identify key dimensions and aspects in each of these dimensions that require quality development.

### 2.3. Quality Function Deployment

In meeting customer needs, there is one concept known as Quality Function Deployment (QFD) and was first developed by Yoji Akao in 1972 in Japan. Since then many companies have applied this concept to improve communication, product or service development and measurement systems. According to (Akao 1972), QFD is a method

used in the development of design quality to satisfy customers and then translates customer demand into design targets and key quality assurance points for use throughout all stages of production. According to (Wahyu, 2003), QFD is a structured method of planning and developing products or services that allows the development team to clearly define those needs and expectations and evaluate the ability of the product or service systematically to meet the needs. The main focus of QFD is to involve customers in the process of developing products or services as early as possible. In addition, by utilizing QFD, companies or organizations that want to improve their competitiveness through continuous improvement and development of quality and productivity, among others, focus on customers, time efficiency, orientation on teamwork and documentation orientation.

The QFD process can be used in a variety of ways, from a strategic planning approach to ensuring consistency between target markets and service elements to a variety of detailed issues that guarantee all service components encountered, delivered in an effective and consistent manner (Ariani, 2009). QFD can support the process of developing a service by providing a structured way to provide services by ensuring service quality and customer satisfaction. In addition, QFD will focus on delivering value by seeking the wishes of both spoken and unspoken customers and then transforming them into a measurable form of service. One of the unique concepts in the QFD method is its ability to integrate customer needs into the technical specifications of a service. Of course, this will facilitate the development team in developing a quality service. QFD uses a construction of one or more matrices (House of Quality) that are able to direct detailed decision making in the process of developing a service (Cohen, 1995).

### 3. Research Methodology

This research was conducted from September 2019-February 2020 at Cisalak Market, Depok City, Indonesia, which is managed by Depok City Government. The research was also conducted at Sukatani Market, Depok City, as a process of benchmarking the application of SNI in its market management. The primary data were obtained through in-depth interview, focus group discussion with the managers using judgmental sampling technique, filling out questionnaires using convenience sampling technique from 90 traders with the criteria to have traded for a minimum of three years and a minimum age of 20 years, 100 buyers with the criteria of shopping at least twice a week and a minimum age of 20 years using the Slovenes formula and also the results of observations. The secondary data obtained from SNI document, literature study, and reports from related institutions to this research.

Data processing and analysis employed a descriptive qualitative and quantitative approach through several stages, [i] descriptive analysis to get a general picture of the existing conditions, vision and mission of the Cisalak Market through in-depth interviews with managers and observations, [ii] identifying and analyzing true customer requirements through in-depth interviews and questionnaires based on five service quality dimensions, [iii] processing true customer requirements to produce priority technical specifications using Quality Function Deployment in order to direct decision making in detail in the service development process, and [iv] formulating quality improvement strategies for Cisalak Market.

## 4. Results and Discussions

### 4.1. Demographic Characteristics

Majority of the trader and buyer respondents were male and accounted for 58% of the respondents, meanwhile the buyer respondents accounted for 55%; the largest numbers of trader and buyer respondents are within the age range of 41-50 years, 38% and 45%. The two biggest percentages of buyer respondents are a trader (45%) followed by housewife at 35%, and the commodity most often bought by buyers is meat (37%).

### 4.2. True Customer Requirements Identification

The first data processing is done by extracting the voice of customer through in-depth interviews with several traders and buyers by identifying the characteristics of all the customer's pure answers in order to understand customer needs which will then drive the House of Quality matrix. Then the results show that all customer voices can be represented by five service quality dimensions which are tangible, reliability, responsiveness, empathy and assurance (Zeithaml et al. 2013). After extracting the voice of customer, there are 30 attributes of trader needs (Table 1) and 29 attributes of buyer needs (Table 2) that have been tested for validity and reliability for further gap analysis in order to see differences in the level of perception and expectations of customers for Cisalak Market services.

No	Attributes of Trader Needs	Perception	Expectation	Gap
1	Strategic market location	2,83	3,20	-0,37
2	Market access	2,47	3,62	-1,16
3	Market building condition	3,57	3,53	0,03
4	Garbage shelter availability	3,04	3,46	-0,41
5	Market facilities availability	3,18	3,43	-0,26
6	Market cleanliness condition	2,68	3,78	-1,10
7	Zonation arrangement	2,46	3,46	-1,00
8	Parking availability	3,13	3,69	-0,56
9	Proportional gangway	2,91	3,37	-0,46
10	Loading and unloading area availability	3,14	1,60	1,54
11	Market operational hours	3,19	1,53	1,66

No	Attributes of Trader Needs	Perception	Expectation	Gap
12	Suitability of rent prices	3,31	3,64	-0,33
13	Street vendors controlling	1,77	3,49	-1,72
14	Garbage management	2,84	3,59	-0,74
15	Facility maintenance availability	2,80	3,56	-0,76
16	Retribution billing system	3,40	3,19	0,21
17	Traders development availability	2,76	2,91	-0,16
18	Tera trial availability	2,89	2,11	0,78
19	Officer attention	2,72	3,54	-0,82
20	Service speed	2,73	3,58	-0,84
21	Ability to respond the complaints	2,44	3,77	-1,32
22	Ability to follow up on complaints	2,38	3,77	-1,39
23	Individual attention	2,72	3,47	-0,74
24	Ease of communication	3,17	3,64	-0,48
25	Understanding trader needs	2,67	3,60	-0,93
26	Market security	2,96	3,47	-0,51
27	Traders empowerment availability	2,57	3,36	-0,79
28	Ability to give sanction	2,07	3,47	-1,40
29	Market area monitoring	2,72	3,47	-0,74
30	Smooth distribution of products	2,91	3,41	-0,50

Table 1: Attributes of Trader Needs Gap Score

Based on the data in Table 1, a gap analysis shows that there are only five attributes of traders' needs with a positive gap value indicating that they are satisfied with the services provided including market building conditions, loading and unloading area availability, market operating hours, retribution billing system and tera trial availability. Meanwhile, there are only three attributes of buyers' needs with a positive gap value indicating that they are satisfied with the services provided, including the re-measuring post condition, market operational hours, and service ability (Table 2). So now the number of needs attribute to be developed is the attribute with a negative gap value, which are 25 attributes of trader needs and 26 attributes of buyer needs.

No	Attributes of Trader Needs	Perception	Expectation	Gap
1	Strategic market location	2,74	3,34	-0,60
2	Market access	2,48	3,66	-1,18
3	Market building condition	3,28	3,5	-0,22
4	Garbage shelter availability	3,39	3,49	-0,10
5	Market facilities availability	3,33	3,59	-0,26
6	Market cleanliness condition	2,70	3,79	-1,09
7	Zonation arrangement	2,95	3,47	-0,52
8	Parking availability	3,22	3,78	-0,56
9	Proportional gangway	3,24	3,34	-0,10
10	Re-measuring post condition	3,29	2,21	1,08
11	Market operational hours	3,40	1,69	1,71
12	Suitability of product prices	3,34	3,34	-0,60
13	Street vendors controlling	1,54	3,43	-1,89
14	Garbage management	2,85	3,68	-0,83
15	Facility maintenance availability	2,94	3,62	-0,68
16	Service ability	3,51	3,41	0,10
17	Officer attention	2,66	3,53	-0,87
18	Information attribute	2,58	3,67	-1,09
19	Service speed	2,64	3,81	-1,17
20	Ability to respond the complaints	2,49	3,62	-1,13
21	Ability to follow up on complaints	2,44	3,69	-1,25
22	Individual attention	2,61	3,47	-0,86
23	Ease of communication	3,20	3,60	-0,4
24	Understanding buyer needs	2,70	3,70	-1,00
25	Market security	3,12	3,36	-0,24
26	Products quality control availability	2,64	3,33	-0,69
27	Ability to give sanction	2,55	3,51	-0,96
28	Price quality control availability	2,16	3,42	-1,26
29	Tera session availability	2,96	3,49	-0,53

Table 2: Attributes of Buyer Needs Gap Score

Furthermore, the attributes of the respondents' needs were discussed with the manager to choose which attribute were appropriate for the development priorities until finally generated 10 true customer requirements recommendations from the trader respondents and 8 true customer requirements recommendations from the buyer respondents (Table 3). Quality improvement by managers must be based on the voice of the customer, because it will also increase customer

satisfaction (Ravichandran et al. 2010). With all the true customer requirements already discussed, all are based on the responses of the managers who know the events actually happened, so they agree that the attribute needs to be prioritized to be improved.

No.	True Customer Requirements (Trader)	True Customer Requirements (Buyer)
1	Garbage management	Garbage management
2	Facility maintenance availability	Facility maintenance availability
3	Market security	Market access
4	Market area monitoring	Street vendors controlling
5	Market access	Market cleanliness condition
6	Market cleanliness condition	Information attribute
7	Street vendors controlling	Products quality control availability
8	Ability to follow up on complaints	Price quality control availability
9	Traders development availability	
10	Ability to against any violations	

Table 3: True Customer Requirements

#### 4.3. Quality Improvement Analysis

Based on the identification of true customer requirements, then the true customer requirements are processed using the Quality Function Deployment method through the House of Quality to identify priority technical specifications that must be developed. The true customer requirements are converted into technical specifications (Besterfield, 2013) based on SNI, benchmarking with Sukatani Market and discussing with managers. Furthermore, the identified technical specifications are analyzed again based on targets meeting that have not been achieved in accordance with SNI, results of benchmarking with Sukatani Market and the contribution value to finally generated technical specifications that really must be developed (Table 4-Table 5).

No.	Technical Specifications	Contribution Value	Target	Probability
1	Procedure of street vendors controlling	21%	1 procedure	3
2	Procedure of sanction	14%	2 procedures	4
3	Ease of market access	11%	1 element	3
4	Market cleanliness management method	10%	1 method	4
5	Market security control method	7%	1 method	4
6	Market area monitoring method	6%	1 method	4
7	Garbage management method	5%	2 method	4
8	Facility maintenance activity availability	3%	1 activity	5
9	Traders development activity availability	1%	2 activities	4

Table 4: Trader technical Specifications Priority

No.	Technical Specifications	Contribution Value	Target	Probability
1	Information attribute availability	16%	4 elements	5
2	Ease of market access	11%	1 element	4
3	Procedure of street vendors controlling	11%	1 element	3
4	Market cleanliness management method	10%	1 procedure	3
5	Garbage management method	5%	2 procedures	4
6	Facility maintenance activity availability	2%	1 activity	5

Table 5: Buyer Technical Specifications Priority

Based on the two tables above, there are 15 technical specifications that still do not meet the target, seen from the value of its contribution to true customer requirements and the probability of meeting the target (the higher the value, the more easily achieved) consisting of nine technical specifications of based on trader and six technical specifications based on buyer. The technical specifications priority then become a reference and the manager should improve the quality in accordance with the level of importance based on the highest contribution value (Rauf, 2018).

The results of the analysis of quality improvement have shown that there are still technical specifications that have not met the target, so the authors conducted a benchmarking analysis with other markets that have been certified by

SNI, Sukatani Market. The analysis was carried out to find out how the position of the research object compared with other objects of the "best in its class" (Fitzsimmons et al. 2014) based on priority technical specifications of Cisalak Market that still did not meet the target so that it could be used as a benchmark in improving market management.

Based on the results of the benchmarking analysis (Table 6), it can be concluded that if compared to Sukatani Market, Cisalak Market still must improve the market management to be certified by SNI which can be done by meeting the targets on priority technical specifications that have been previously identified.

Technical Specifications	Cisalak Market	Sukatani Market
Street vendors controlling	Still difficult to control	No more street vendors
Information attribute	Not complete	Complete and clear (always updated)
Ability to against any violations	Not good	Good
Market cleanliness condition	Uneven cleanliness	Very clean
Garbage management	Not good (piled up of garbage)	Excellent (zero organic waste)
Market security	Not Good	Good
Market area monitoring	Lack of monitoring	Good market monitoring
Facility maintenance availability	No periodic checking activities	There are periodic checking activities
Market access	Difficult to pass	Easy to pass
Traders development availability	Rarely done	Very often done

Table 6: Benchmarking Analysis

Therefore, in general, the development strategy that can be formulated is the fulfillment of the technical specifications target in order to meet the desired target with the following details, controlling of street vendors must be done on the main access, Gadog Street and Koja Street which currently has blocked access to the market and making the road width disproportionate for visitor traffic. Access to locations that are not damaged and much traversed by public transportation is one of the main reasons buyers come to the market (Khairunnisa, 2019). In addition, there must be a maximum approach and outreach as well as facilitating business space to sell in the market so that they can be controlled (Mashudi et al. 2014). Market management improvement including garbage management, market cleanliness and security must be improved by managing garbage based on the 3R principle, utilizing maggot as an organic waste decompiler as practiced by Sukatani Market, and the need to separate the garbage shelter locations for market and garbage from surrounding residents in order to avoid accumulation of garbage, conduct cleaning activities with routine scheduling, conduct comprehensive market area surveillance activities by maximizing existing supporting facilities and increasing the number of cleaning and security officers, considering the size of the Cisalak Market that requires officers more than the current amount.

Services in the form of information attributes such as, zoning maps located on each floor, zoning signboards located at each stall, price range information boards at the visitor's entrance and other general information must be immediately completed by the manager, considering that Cisalak Market building consists of four floors and has a large number of stalls, so that the completeness information attributes will certainly facilitate all market users and increase the convenience of buyers in shopping, improving the quality of service must also implemented by conducting market facility maintenance activities which are supported by periodic checks on the functions or completeness of market facilities and structured budgeting for facilities maintenance and repair activities, the application of law enforcement must be strictly carried out by the manager and officers in charge of the process of controlling or structuring the market. In its application, officers need to take legal action against any violations that violate laws and regulations, and market activation activities need to be held such as traders' training activities, innovation programs, comparative studies and others as an effort to develop markets that can improve their competence and encourage the activeness of all market communities. With an increase in quality through meeting these targets, the quality will also provide encouragement to customers to establish strong relationships with service providers (Prasetio et al. 2012).

## 5. Conclusions

Based on the identification of true customer requirements, there are ten attributes of trader needs which are garbage management, facility maintenance, market security, market area monitoring market access condition, market cleanliness condition, control of street vendors, complaints follow-up, ability to against any violations. Meanwhile, there are eight attributes of buyers needs which are garbage management, facility maintenance, market access condition, market cleanliness condition, control of street vendors, completeness of information attributes and regular monitoring of product prices and quality. Based on the analysis of quality improvement, there are nine priority technical specifications of trader that need to be which are procedure of street vendors controlling, procedure of sanction or warning procedures, ease of market access, market cleanliness management methods, market security control method, market areas monitoring method, garbage management methods, the availability of routine facilities maintenance activities and the availability of routine activities of development traders. Meanwhile, there are six priority technical specifications of buyer that need to be developed, which are the availability of information attributes, market cleanliness management methods, ease of market access, procedure of street vendors controlling, garbage management methods and the availability of routine facility maintenance activities. The recommended quality improvement strategies for developing the management of the Cisalak Market are to control street vendors, fulfill information attributes, improve market garbage management, cleanliness and security, conduct market facility maintenance activities and carry out market activation activities.

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