APPLICATION OF QFD IN SERVICE QUALITY IMPROVEMENT: THE CASE OF PASAR MALAM BATUBULAN SERVICES

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ABSTRACT

Dewi Sri Market, located at Batubulan Terminal, Sukawati District, Gianyar, Bali, is one of Bali's tourist destinations that offers a unique shopping experience with a variety of culinary offerings, performances, clothing, and entertainment for children known as Pasar Malam Batubulan. The objective of this research is to identify the attributes considered important by the public regarding Pasar Malam Batubulan, measure the level of importance and satisfaction with service quality, and formulate strategies to improve the service quality of Pasar Malam Batubulan. The analysis method used in this research is Quality Function Deployment (QFD), with variables based on service quality dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Based on the QFD analysis, the attribute with the highest importance value is the tangibles dimension, specifically toilet facilities (4.8). Meanwhile, the attribute with the highest satisfaction score is the assurance dimension, namely polites behavior of vendors in serving customers (4.5). The product development strategy recommended based on respondent characteristics is that the management of Pasar Malam Batubulan should provide digital payment systems such as QRIS or e-wallets.

Keywords: *Customer satisfaction, Pasar Malam Batubulan, Quality Function Deployment, Service quality*

BACKGROUND

A market serves as an economic platform that facilitates the production, distribution, and consumption of various goods and services to fulfill daily needs (Mahadipa et al., 2023). In Indonesia, night markets (Pasar Malam) are a highly popular commercial phenomenon, functioning not only as shopping destinations but also as spaces for relaxation and social interaction (Sunarni et al., 2023). These markets hold significant potential to boost the economy of local traders and communities by attracting crowds of visitors, while also simplifying access to essential goods for residents. Furthermore, the generally affordable prices offered at night markets create a positive impact, particularly for lower-middle-income residents, supporting community livelihoods and fostering economic inclusivity (Aswin, 2019).

Pasar Dewi Sri, commonly known as Pasar Malam Batubulan, is a vibrant destination located in Batubulan Terminal, Sukawati District, Gianyar, Bali. This night market offers a unique shopping experience, operating exclusively in the evening with a lively, colorful atmosphere that attracts both locals and tourists. Visitors can indulge in authentic Balinese culinary delights, such as sate lilit (minced meat satay) and serombotan (mixed vegetable salad with peanut sauce), which are central to its appeal. Beyond food, the market serves as a bustling hub for affordable shopping, featuring vendors selling clothing, accessories, shoes, and sandals. Combining Balinese culinary richness, affordable retail options, and the energetic ambiance of a traditional night market, Pasar Malam Batubulan creates a memorable nighttime experience, reflecting Bali's vibrant after-dark culture. In response to evolving trends in traditional and modern markets, the management of Pasar Malam Batubulan aims to analyze community satisfaction as a foundation for developing strategies to enhance service quality. This initiative seeks to attract more visitors, stimulate local economic growth, and generate new employment opportunities, ensuring the market remains a dynamic contributor to Bali's socio-economic landscape.

According to Saptaningtyas, (2017), Quality Function Deployment (QFD) is a method used to identify and translate customer desires into technical responses, with the ultimate goal of achieving customer satisfaction. This method determines necessary product improvements and developments by analyzing attributes aligned with customer expectations (Dyana, 2020). A key advantage of QFD is its ability to enhance the product development process, resulting in focused and responsive outcomes, as it prioritizes customer-defined criteria and highlights critical attributes requiring attention or refinement. The implementation stages of QFD include product quality assurance, customer evaluation, questionnaire design, customer surveys, checklist preparation, and finally, matrix development (Sinawati & M, 2019). The matrix in QFD, known as the House of Quality (HOQ), is a graphical technique that illustrates the relationship between customer needs and product features (Hairiyah et al., 2021).

Applying QFD to analyze visitor satisfaction at Pasar Malam Batubulan can provide actionable insights for vendors, visitors, and local governments. This analysis contributes to strategies for improving service quality in areas such as cleanliness, vendor friendliness, product quality, and overall service delivery at Pasar Malam Batubulan, fostering a more appealing and economically viable marketplace.

RESEARCH METHODS

This research was conducted at Pasar Malam Batubulan, Batubulan Village, Sukawati District, Gianyar Regency. Data analysis and calculations will be carried out at the Industrial Engineering and Management Laboratory, Faculty of Agricultural Technology, Udayana University, starting from March to September 2024. The population and sample in this study utilized primary data sources obtained through in-depth interviews with the management of Pasar Malam Batubulan and questionnaires distributed to visitors of Pasar Malam Batubulan (Danuri & Maisaroh, 2019). Secondary data was collected from documents provided by the market management and supporting literature.

The population selected for this study consisted of consumers aged 16 to 50 years who had visited Pasar Malam Batubulan and Sukawati Night Market. Determination of the number of samples

was carried out using the Slovin method, with a critical level of 10%, so the sample size in this study was 100 respondents.

The stages of this research began with a preliminary survey, literature review, determination of the research location, and competitor identification. The subsequent steps involved identifying attributes and designing a questionnaire. After drafting the questionnaire, validity and reliability tests were conducted (Rosita et al., 2021). Once the questionnaire was proven valid and reliable, the next step was distributing it to Pasar Malam Batubulan visitors, targeting at least 30 respondents (Sugiyono, 2017). Following the distribution, data analysis was performed using the Quality Function Deployment (QFD) method (Cohen, 1995), with the following steps:

1. Analyzing customer value and importance levels.
2. Analyzing customer value and satisfaction levels.
3. Determining service quality targets for Pasar Malam Batubulan.
4. Establishing improvement ratio values.
5. Designing technical parameters.
6. Analyzing the relationship between customer importance and technical parameters (correlation matrix).
7. Analyzing the relationship between technical parameters (trade-off/correlation matrix of technical respondents).
8. Constructing the House of Quality (HOQ) matrix.

RESULT AND DISCUSSION

Respondent Characteristics

Understanding respondent characteristics is critical in this study to examine individual conditions and specific traits (Hanafiah et al., 2020). The data analysis revealed a predominance of female respondents (61%) compared to males (39%). This gender imbalance aligns with the findings of (Putra & Santika, 2018), who highlighted that women generally exhibit a stronger inclination toward shopping activities. (Hasya et al., 2023) further explain that shopping often serves as a therapeutic activity for women, aiding in stress reduction and mood enhancement. Additionally, such activities can stimulate dopamine production, a hormone associated with pleasure and satisfaction.

The age distribution of Pasar Malam Batubulan visitors is dominated by the 21–25 years old group (48%), reflecting their productive and socially active phase, while the broader age range spans 21–45 years, consistent with (Mahadipa et al.,2023), who attribute night markets' appeal across age groups to affordable prices and product diversity. Students constitute the largest occupational category (44%, 33 respondents). In terms of visit frequency, 52% of respondents visited twice, and 48% visited more than twice, indicating trust and familiarity with the market, aligning (Kotler, 2012) loyalty principles. Overall, the typical visitor profile comprises females (61%) aged 21–25, predominantly students, with an average visit frequency of two times, providing critical insights for enhancing Pasar Malam Batubulan's service quality strategies.

Validity and Reliability Testing

Validity and reliability testing was conducted using a questionnaire comprising 11 variables, which were developed based on a literature review and discussions with the management of Pasar

Malam Batubulan. Validity was measured by comparing the calculated r-value of each attribute with the tabulated r-value. If the calculated r-value exceeds the tabulated r-value at a 5% significance level with a sample of 30 respondents, the attribute is deemed valid. The results of the validity test are presented in Table 1. Based on the questionnaire validity test, all 11 service quality attributes of Pasar Malam Batubulan were found to be valid. Furthermore, the reliability test of the questionnaire yielded a Cronbach's Alpha value of 1.097, indicating that the questionnaire is reliable. Reliability Test Results of the Batubulan Night Market Variable can be seen in Table 2. A questionnaire is considered reliable if the reliability coefficient (Cronbach's Alpha) exceeds 0.60 (Setiawan, 2017). Similar results were also reported by (Kurniawan et al., 2022) that the Cronbach's Alpha value for the location and service quality variables is above 0.60 (even> 0.90), so the instrument is declared reliable (internally consistent). A high Cronbach's Alpha value (>0.9) indicates that the questionnaire can measure variables with very good consistency.

Table 1. Validity test results

No	Attribute	r-value (Calculated)	r-value (Table)	Note
1.	The market area is clean and comfortable	0,737	0,36	Valid
2.	Good market lighting	0,870	0,36	Valid
3.	Parking facilities are available	0,788	0,36	Valid
4.	Toilet facilities	0,680	0,36	Valid
5.	Layout	0,788	0,36	Valid
6.	Merchants' understanding of the products being sold	0,495	0,36	Valid
7.	Prices are proportional to the portion sizes offered	0,542	0,36	Valid
8.	Customers are responded to politely	0,409	0,36	Valid
9.	Merchants are polite in serving customers	0,775	0,36	Valid
10.	Merchants understand customer needs	0,493	0,36	Valid
11.	Merchants are friendly toward customers	0,803	0,36	Valid

Source: Primary Data Analysis

Table 2. Reliability Test Results of the Batubulan Night Market Variable

Reference value	Reliability Value Results Cronbach Alpha	Conclusion
0,70	1,097	Reliable

Source: Primary Data Analysis

Analysis of Consumer Value and Level of Importance

Consumer importance serves as a guide for Pasar Malam Batubulan management to ensure customer satisfaction by aligning services with consumer preferences. Establishing a hierarchy of priorities for desired service attributes is critical, as reflected in Table 3, which outlines the importance levels assigned by consumers to service quality at Pasar Malam Batubulan. The tangibles attribute, specifically toilet facilities, received the highest score of 4.83, indicating that toilet availability is the most crucial factor for customers. This is followed by the assurance attribute (polite vendor service, 4.83) and the tangibles attribute (clean and comfortable market area, 4.80). The emphasis on toilet facilities aligns with (Sinawati & M, 2019) research, which highlights the necessity

of adequate sanitation in public spaces such as restaurants, hotels, prayer rooms (mushola), and markets. These findings underscore the need for Pasar Malam Batubulan management to prioritize infrastructure improvements, vendor training in customer service, and consistent cleanliness to meet visitor expectations and enhance overall satisfaction.

Table 3. The Values and Levels of Importance Assigned by Consumers

No	Attribute	Customer Importance Score	Customer Importance Level	Criteria
1.	Clean and comfortable market area	*4,8*	96	Very Important
2.	Good market lighting	4,78	95,6	Very Important
3.	Available parking facilities	4,79	95,8	Very Important
4.	Toilet facilities	*4,83*	96,6	Very Important
5.	Layout	4,64	92,8	Very Important
6.	Traders' understanding of the products sold	4,68	93,6	Very Important
7.	Prices according to portion sizes offered	4,66	93,2	Very Important
8.	Traders' responsiveness in service	4,67	93,4	Very Important
9.	Traders are polite in serving customers	*4,82*	96,4	Very Important
10.	Traders understand customer needs	4,66	93,2	Very Important
11.	Traders are friendly to customers	*4,8*	96	Very Important

Source: Primary Data Analysis

Consumer Satisfaction Analysis and Planning Matrix

Analysis of the value and level of customer satisfaction and competitor analysis is an assessment of the extent to which the quality of service of the Pasar Malam Batubulan and competitors can meet consumer expectations and desires.

Table 4. The consumer value and satisfaction levels

No	Attribute	Batubulan Score	Batubulan Criteria	Sukawati Score	Sukawati Criteria
1.	Toilet facilities	3,42	Fairly Satisfied	4,05	Satisfied
2.	Traders are polite in serving customers	4,05	Satisfied	4,27	Satisfied
3.	Clean and comfortable market area	3,79	Satisfied	4,21	Satisfied
4.	Traders are friendly to customers	4,03	Satisfied	4,32	Satisfied
5.	Available parking facilities	3,83	Satisfied	4,22	Satisfied
6.	Good market lighting	3,85	Satisfied	4,19	Satisfied
7.	Traders' understanding of the products sold	4,01	Satisfied	4,19	Satisfied
8.	Traders' responsiveness in service	3,94	Satisfied	4,23	Satisfied
9.	Traders understand customer needs	3,98	Satisfied	4,25	Satisfied
10.	Prices according to portion sizes offered	4,03	Satisfied	4,27	Satisfied
11.	Layout	4,00	Satisfied	4,15	Satisfied

Source: Primary Data Analysis

This analysis has an interest in identifying attributes that need to be improved or maintained by the Pasar Malam Batubulan manager when compared to competitors. This analysis is expected to be used as input to market managers to support the development of service quality and to increase customer satisfaction. The value and level of satisfaction of Batubulan night market consumers and competitors can be seen in Table 4. Based on the data in the table, consumer satisfaction with Batubulan Night Market's service quality is lower than that of its competitors. Additionally, the overall satisfaction criteria for Batubulan Night Market consumers are influenced by the relatively large interval ranges assigned to each class in the determination of satisfaction criteria, which may affect the precision of the assessment.

Determination of Improvement Ratio

The determination of the improvement ratio is an analysis aimed at assessing the extent to which a company needs to improve its ratio for each service attribute. This ratio is useful for evaluating how well the service quality implemented by Batubulan Night Market meets consumer satisfaction and for detailing the priority of consumer needs and desires. The improvement ratio values for Batubulan Night Market's service quality are presented in Table 5.

According to Table 5, all service attributes of Batubulan Night Market have improvement ratios greater than 1. As stated by (Alfiana et al., 2020), an improvement ratio exceeding 1 indicates that the market's services have not yet achieved the maximum target in fulfilling consumer satisfaction. From the calculated improvement ratio values, the toilet facilities attribute has the highest improvement ratio of 1.46. This signifies that improving toilet facilities is the top priority, followed by other attributes based on their respective improvement priority levels.

Table 5. The improvement ratio values for Batubulan Night Market's

No	Attribute	Customer Satisfaction Score	Target	Improvement Ratio	Priority
1	Toilet Facilities	3,42	5	1,46	1
2	Sellers are polite in serving customers	4,05	5	1,23	11
3	Clean and comfortable market area	3,79	5	1,31	2
4	Sellers are friendly to customers	4,03	5	1,24	8
5	Available parking facilities	3,83	5	1,3	3
6	Good market lighting	3,85	5	1,29	4
7	Sellers' understanding of the products being sold	4,01	5	1,24	9
8	Responsive sellers in service	3,94	5	1,26	5
9	Sellers understand customer needs	3,98	5	1,25	6
10	Price matches the portion/menu offered	4,03	5	1,24	10
11	Layout	4,00	5	1,25	7

Source: Primary Data Analysis

Technical Parameter Design

Technical parameters, defined as measurable attributes that describe services in operational terms, are critical for optimizing organizational resources to meet consumer needs (Yuarini et al., 2015). For Pasar Malam Batubulan, these parameters were identified through management interviews, on-site observations, and collaborative discussions, resulting in ten key factors: strategic main road location, efficient market layout design, reliable electricity supply, accessible waste containers, adequate parking systems, well-maintained toilet facilities, an information/complaint center, security personnel, cleaning staff, and visible menu lists at each stall. Collectively, these parameters aim to enhance operational efficiency and consumer satisfaction by addressing functional requirements (e.g., infrastructure, sanitation) and service quality (e.g., accessibility, transparency), ensuring Pasar Malam Batubulan remains competitive and visitor-centric.

Analysis of Correlation Between Technical Parameters and Consumer Importance Values (Correlation Matrix)

A correlation matrix maps the relationships between consumer-valued attributes and technical parameters, aiming to evaluate how strongly these parameters influence customer priorities.

Table 6. Relationship between product attributes and technical parameters

Service Attributes	Importance Score	Main Road Market Location	Market Layout Determination	Electrical Power	Trash Containers	Parking Area and System	Toilet Building	Information and Complaint Center	Security Officers	Cleaning Officers	Menu Name Addition
Toilet Facilities	4,83			■	□		■			■	
Vendors are polite in serving customers	4,82							□			
Clean and comfortable market area	4,80		■	■	■	■	□	□	■	■	
Vendors are friendly to customers	4,80							□			
Available parking facilities	4,79	■	■	□		■			■		
Good market lighting	4,78		■	■							
Vendors' understanding of the products sold	4,68	□									■
Vendors are responsive in service	4,67	□						□			
Vendors understand customer needs	4,66	□						□			
Prices match portion sizes offered	4,66	□									■
Market layout	4,64	■	■	■		■					

Source: Primary Data Analysis

For Pasar Malam Batubulan, this matrix was developed through collaborative brainstorming with market management, using symbols to denote relationship strength: (blank) no correlation with a value of 0; (∆) weak correlation with a value of 1; (□) moderate correlation with a value of score 5; and (■) strong correlation with a value of 10, as illustrated in Table 6. This tool enables Pasar Malam Batubulan to identify which technical parameters (e.g., toilet facilities, vendor politeness) most critically align with consumer needs, guiding targeted resource allocation and strategic improvements to enhance service quality and visitor satisfaction.

Correlation Analysis Between Technical Parameters (Trade-Off Matrix/Technical Responder Correlation)

The trade-off matrix is designed to analyze technical interrelationships and assess the degree of influence between processes within Pasar Malam Batubulan. This matrix, structured as a triangle and positioned at the top of the House of Quality (HOQ) (Figure 1), was developed through collaborative brainstorming sessions with Pasar Malam Batubulan management. Relationships are represented using symbols: (++) for strong correlations, (+) for moderate correlations, and (-) for weak correlations. This tool systematically identifies priority areas where operational adjustments or resource allocations can optimize service delivery and consumer satisfaction.

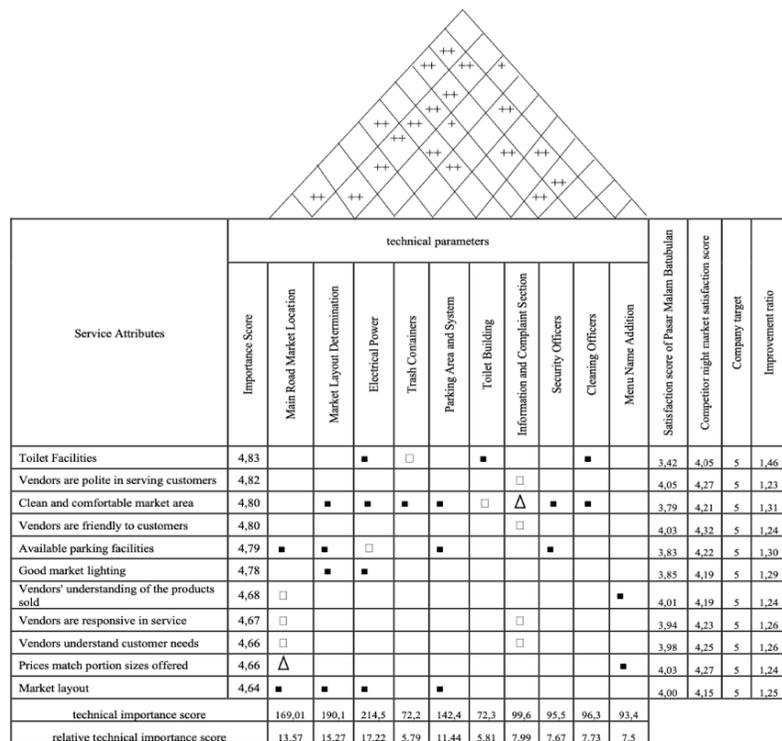**House of Quality (HOQ) Matrix and Strategy Formulation**

The House of Quality (HOQ) matrix aligns customer needs with organizational technical capabilities (Suhendar, 2014), integrating product attributes, company targets, improvement ratios, customer satisfaction metrics, technical parameters, and matrices for correlations and trade-offs. As illustrated in Figure 1, the HOQ highlights toilet facilities as the highest-priority attribute for improvement at Pasar Malam Batubulan, consistent with (Widyanti, 2020) findings on sanitation's critical role in public spaces. Based on the improvement ratio analysis which ranks urgency by customer impact toilet facilities demand immediate managerial action, followed by other service enhancements, to bridge gaps between visitor expectations and current service delivery. This prioritization underscores the necessity of addressing foundational infrastructure to elevate overall satisfaction and competitiveness at Pasar Malam Batubulan. Based on the House of Quality (HOQ) analysis, service improvement strategies for Pasar Malam Batubulan focus on three key aspects.

First, fulfilling consumer satisfaction involves improving priority attributes with an improvement ratio of ≥1.28, which include: (1) toilet facilities (Batubulan market management can enhance cleanliness and sanitation by providing dedicated cleaning staff to maintain toilet hygiene regularly and ensure proper functioning of facilities such as clean water, lighting, and ventilation); (2) clean and comfortable market areas (placing trash bins in strategic corners and educating visitors through announcement boards); (3) parking facilities (management should install clear vehicle flow signs for entry and exit routes and repair the parking surface to eliminate potholes); and (4) market lighting (focusing on toilets, dining areas, and parking lots to ensure visitor comfort). Supporting attributes such as responsiveness, friendliness, and knowledge of traders should also be gradually improved. Improving service quality in Quadrant I priority attributes such as toilet facilities, location cleanliness, vehicle safety assurance, and road and transportation access are needed to meet visitor expectations and improve agro-tourism business sustainability (Nurani et al., 2022) According to Astuti et al. (2022), the three determinants of Jamu Cafe customer satisfaction are: (1) cleanliness and

comfort (clean toilets, adequate parking area, hygienic room, and product cleanliness), (2) affordable prices by product quality, and (3) strategic location that is easily accessible.

Second, fulfilling consumer priorities through technical parameters with a relative importance >12% involves: (a) electrical power management (Batubulan night market management should monitor electricity usage by installing monitoring devices to track consumption in key areas like toilets, parking lots, and stalls, ensuring efficient energy use, while conducting regular electrical inspections to prevent hazards such as leaks or short circuits). This aligns with Wantoro et al. (2021), who emphasizes that routine monitoring and maintenance of electrical systems help identify distribution issues and prevent electrical failures; (b) market layout optimization (providing digital/physical layout maps to help visitors navigate stalls, toilets, parking areas, and other facilities efficiently, reducing unnecessary walking distances and enhancing orientation). This is supported by Waluyo et al. (2024), who state that clear layout information significantly improves consumer satisfaction and service quality; and (c) strategic main road location (ensuring safe, easily accessible parking facilities that do not disrupt main road traffic, with organized parking systems, clear signage, and designated zones for two-wheeled and four-wheeled vehicles, alongside improving vendor services through product catalogs or price information boards and optimizing market layouts for visitor comfort). This resonates with Abshar et al. (2020) , who highlight those markets located on busy main roads benefit from high visibility due to heavy vehicle and pedestrian traffic, increasing the likelihood of spontaneous visits. According to Kurniawan et al. (2022), service quality (such as responsiveness, friendliness, and professionalism of staff) has a positive and significant influence on visiting interest. This means that the better the service quality, the higher the consumer interest in visiting.

Third, the strategy to enhance service quality through the adoption of digital payment systems (QRIS/e-wallet) aims to accommodate the preferences of the dominant visitor demographic (women aged 21–30, students, and private sector employees) while aligning with the growing trend of digital transactions (Rizkiyah et al., 2021). Implementation will proceed in three structured phases: the Initial Stage (0–3 months) focuses on establishing priority infrastructure, the Intermediate Stage (3–6 months) prioritizes technical optimization and user accessibility, and the Advanced Stage (6–12 months) ensures full integration of digital payments alongside periodic evaluations. Through this phased approach, Batubulan Night Market is projected to transform into a more competitive, comfortable, and youth-oriented destination that resonates with the evolving preferences of younger consumers.

Service Attributes	Importance Score	Main Road Market Location	Market Layout Determination	Electrical Power	Trash Containers	Parking Area and System	Toilet Building	Information and Complaint Section	Security Officers	Cleaning Officers	Menu Name Addition	Satisfaction score of Pasar Malam Batubulan	Competitor night market satisfaction score	Company target	Improvement ratio
Toilet Facilities	4,83			■	□		■			■		3,42	4,05	5	1,46
Vendors are polite in serving customers	4,82							□				4,05	4,27	5	1,23
Clean and comfortable market area	4,80		■	■	■	■	□	Δ	■	■		3,79	4,21	5	1,31
Vendors are friendly to customers	4,80							□				4,03	4,32	5	1,24
Available parking facilities	4,79	■	■	□		■				■		3,83	4,22	5	1,30
Good market lighting	4,78		■	■								3,85	4,19	5	1,29
Vendors' understanding of the products sold	4,68	□									■	4,01	4,19	5	1,24
Vendors are responsive in service	4,67	□						□				3,94	4,23	5	1,26
Vendors understand customer needs	4,66	□						□				3,98	4,25	5	1,26
Prices match portion sizes offered	4,66	Δ									■	4,03	4,27	5	1,24
Market layout	4,64	■	■	■		■						4,00	4,15	5	1,25
technical importance score		169,01	190,1	214,5	72,2	142,4	72,3	99,6	95,5	96,3	93,4				
relative technical importance score		13,57	15,27	17,22	5,79	11,44	5,81	7,99	7,67	7,73	7,5				

Figure 1. *House of Quality* (HOQ)
Source: Primary Data Analysis

Description:
Symbol Δ: Weakly related with a value of 1
Symbol □: Moderately related with a value of 5
Symbol ■: Strongly associated with a value of 10
Symbol ++: Strong positive
Symbol +: Positive

CONCLUSION AND SUGGESTION

The study concludes that service quality at Pasar Malam Batubulan is prioritized by visitors based on toilet facilities (highest importance score: 4.83), followed by vendor politeness and friendliness (4.82), market area cleanliness (4.80), parking availability (4.79), adequate lighting

(4.78), and other attributes such as vendor product knowledge, service responsiveness, price-to-portion fairness, and layout (4.64–4.68). However, the highest consumer satisfaction levels were observed in vendor politeness (4.05) and fair pricing (4.03), while toilet facilities scored the lowest satisfaction (3.42), highlighting a critical gap. To enhance service quality, strategic priorities include: (1) upgrading toilet facilities, cleanliness, parking, and lighting; (2) optimizing technical aspects such as electrical infrastructure, market layout, and main-road positioning; and (3) adopting digital payment systems (QRIS/e-wallet) through vendor training to streamline transactions and boost competitiveness. By implementing these structured strategies, Pasar Malam Batubulan is expected to better meet the expectations of younger consumers and solidify its position as a comfortable, modern, and competitive destination.

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