

Service Quality of Tomohon Municipal Market Agency at Tomohon Beriman Market

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ABSTRACT

This study aims to analyze and explain the quality of public services at Tomohon Municipal Market Agency. The research method used a qualitative approach and informants as data sources were determined by purposive (purposive sampling) and snowball sampling. Data was collected through interview, observation, and documents. Data analysis is an interactive qualitative analysis with data analysis activities, which are data reduction, data presentation, and drawing conclusions or verification. The results showed that the public service quality of Tomohon Municipal Market Agency responded by the community as service recipients, traders or sellers and visitors of Tomohon Beriman Market was not satisfactory. This response is based on an assessment of 4 out of the 5 dimensions used to analyze and measure service quality, (1) physical aspects (tangibles), (2) dimensions of awareness or desire to help the community or customers and provide fast service, (3) dimensions of politeness, trust, and respect for consumers, and (4) dimensions of approaching, and trying to determine consumers' wants and needs have not been implemented properly, excluding for dimension (5) the ability to provide services appropriately and correctly has shown the professionalism expected in carrying out its services.

Keywords: Market, Professionalism, Public Service, Quality

INTRODUCTION

Tomohon Municipal Market Agency is a public organization; hence it is expected to deliver a good quality service to public, based on its designated mandates. This Agency is responsible for managing Beriman Market as the central Market in Tomohon Municipality (Regional Regulation, No.12/2006).

Public service of Tomohon Municipal Market must be directed towards achieving public satisfaction as the subject and recipient of the service. The level of public satisfaction for the service received by the general public as customers can be used as a measurement of the service quality delivered by the municipality itself. Public service is a process of assisting people by using all the means necessary through interpersonal connection so that a satisfaction is successfully achieved (Islamy, 2009), and delivered by central and regional government institution, within either the State-Owned Enterprises or Local-Owned Enterprises in the shapes of goods and service, in order to fulfill public needs or to implement legislative mandate (Decree of the Ministry of Administrative and Bureaucratic Reform, No. 63, 2003).

The expected public service is the one that gives a sense of satisfaction. This is called excellent service, a service characterized by a good procedure, fixed cost, fixed processing time, easily accessible, and the availability of disciplined and eco-friendly infrastructure.

It is important to note that satisfaction as a measurement of the quality of public service is temporary, it means that the public may be presently satisfied, but may feel otherwise in the future, even after receiving the same type of service. This particular circumstance requires the service providers (individuals or firms) to regularly follow and adjust their services to the ever-changing needs of the people as the recipient of the services.

Formulation of Problems

How is the quality of the Tomohon Municipal Market Agency, assessed with regards to the dimension of (1) the availability of supporting trading infrastructure as well as its management, (2) the capability of providing effective and efficient services, (3) awareness and willingness to assist people/customers by providing immediate service, (4) politeness, trust and respect towards customers, (5) approach, and the intention to obtain information about people's needs and wants.

The Purpose of The Study

This study aims to analyze and explain the quality of the market agency of Tomohon Beriman Market related to (1) the availability and condition of the supporting trading infrastructure in Beriman Market along with its management, (2) the capability of providing effective and efficient services, (3) the awareness and willingness to assist people or customers by providing an immediate service, (4) having a politeness, trust and respect towards customers, (5) having innovative approach and the intention to obtain information about people's needs and wants.

Literature Review

Bureaucratic Reform

Bureaucratic reform is essentially a government's attempt to increase public trust towards the government itself (Atmaji, 2015). Reformation on public sector has become a major trend around the world since 1980s, and become industrialized since Osborne and Gaebler (1992) published their book *Reinventing Government*, which marked the golden days of *New Public Management* (NPM) paradigm in the area of theoretical and practical study of public administration in the US especially, and in general.

As the time goes by and in accordance with the critics from a number of experts (for instance Hood, 2000), NPM slowly withers as a universal paradigm, particularly as world financial organization such as the World Bank, the International Monetary Fund (IMF) along with some institutions for financial aid from developed countries switched from promoting NPM to applying new type of paradigm which is good governance. It is different from NPM, which departs from liberalism, good governance is motored by democracy and human rights (Atmaji, 2015).

In order to develop a more contextual bureaucratic reform, Neo and Chen (2007) proposed framework of dynamic governance which can be viewed as a strategic contextualization of bureaucratic reform which can help to create *able people*, competent human resources and apparatus as well as a responsive governance (*agile processes*).

Regarding to contextualizing bureaucratic reform, every institution needs to develop dynamic governance based on cultural values. The framework of *dynamic governance*, which is based on anticipative, reflective and innovative thoughts (*think ahead, thin again, think across*) can be used by the government institutions as a thought framework (Atmaji, 2015).

This framework can help to emphasize the importance of the changing nature of thoughts and characteristics of bureaucratic apparatus. Adiperdana (2015) posited that it is the character that plays a significant part, a capital, which can help to achieve social welfare. Character shifting, particularly those of deviant ones such as being indiscipline, unproductive, dishonest and even corruptive must be overcome by mental revolution and changing the conventional paradigm from being-served-based bureaucracy or authoritative bureaucracy to servant-based bureaucracy.

The Quality of Public Service

Public service is a form of regular service delivered by central and regional government institution, within either the State-Owned Enterprises or Local-Owned Enterprises in the shapes of goods and service, in order to fulfill public needs or to implement legislative mandate. Government wise, public service is categorized into three parts: (1) Administrative Unit, (2) Goods Unit, (3) Service Unit (Minister of Administrative and Bureaucratic Reform 63/KEP/M.PAN/7/2003).

Regarding the quality of public service, Sinambela, et. al, (2008) suggested that a good quality service can be seen from criteria such as anti-bureaucratic, service distributed, decentralized and client-oriented. Fitzsimmons (in Sedarmayanti, 2000) believed that the quality of public service can be seen from five dimensions, which are (1) Reliability, (2) Responsiveness, (3) Assurance, (4) Emphaty, (5), Tangibles.

Islamy (2009) argued that in order to achieve good governance, the principles of public service must be effective and efficient, democratic, transparent, legal, human-rights oriented, responsive, representative and accountable. Service delivery must be based on the principles of prime service, which are (1) Appropriateness; (2) Accessibility; (3) Continuity; (4) Technicality; (5) Profitability; (6) Equitability; (7) Transparency; (8) Accountability; (9) Effectiveness and Efficiency. Public services that follow these principles will result in public trust (Dwiyanto, et. al, 2002).

RESEARCH METHOD

The research method used a qualitative approach (Lincoln and Guba, 1985). Informants as data sources were determined by purposive (purposive sampling) and snowball sampling. Data was collected through interview, observation, and documents. Data validity tests involve credibility (internal validity), transferability (external validity), dependability (reliability) conformability (objectivity) (Sugiyono, 2012). Data is analyzed by using interactive qualitative analysis, with data analysis activities involving data reduction, data presentation, and drawing conclusions or verification (Miles and Huberman, 1992).

RESULTS AND DISCUSSION

1. The service quality of Tomohon Municipal Market Agency based on the availability and condition of supporting trading infrastructure and its management at Tomohon Beriman Market

This research found that the service quality of Tomohon Municipal Market Agency from the perspective of physical dimension (tangibles) such as accessibility to the market, cleanliness and security have not met public expectations. Service cannot be viewed as intangibles. On the other hand, when assessing the quality of intangible public service, the public or customers as service recipients will employ these intangibles as indicators for review and evaluation of the service quality. Regarding service quality of Tomohon Municipal Market Agency, people in Tomohon Beriman Market tend to use more tangible aspects, such as access and management of infrastructure to evaluate the service quality.

2. The service quality of Tomohon Municipal Market Agency based on the ability to provide effective and efficient service

It was found that in providing an effective and efficient service, Tomohon Municipal Market Agency has shown professionalism as expected in delivering good quality public services. Professionalism of the public service apparatus guarantees that the public or customers as target recipient receive effective and efficient services. This means that there will be no doubts by people towards the apparatus regarding the service because they have the professionalism in carrying out their responsibility.

Therefore, it is the responsibility of all apparatus of Tomohon Market Agency to develop their skills and abilities to match the fast and ever-changing world and working environment, including the needs for better public services. Improving skills and capabilities can be done not only through trainings or seminars and workshops, but also self-taught by accessing a wide range of learning materials as well as listening to directions guidance from their superiors about the current issues of public service.

3. The service quality of Tomohon Municipal Market Agency based on awareness and willingness to assist customers and deliver immediate service.

The result showed that based on awareness and willingness to assist customers and deliver immediate service, Tomohon Municipal Market Agency has not shown any indications of meeting the expectations. Government apparatus as public servants must always have the sense of awareness, eagerness and high motivation to deliver sincere and maximum assistance to those in need of service so that there is no delay and public may receive immediate attention. Providing immediate service must be implemented, considering that time is precious, and the fact that people who come to a particular institution requesting assistance for a particular matter may also have other agendas which need taking care of. Government officials must be friendly and welcome to those who come for service, and should never show any acts of inattentiveness and arrogance. If these are evident, it is highly likely that customers will feel dissatisfied upon the service that they receive.

In its essence, the Standard Operating Procedure (SOP) must be made known and accessible to all government officials and should be used as a principle and guideline for public service. This is not only applied to those within the organizations, but also to all stakeholders, both internally such as employees and externally such as the general public, in this case the people of Tomohon who are the target recipient of the service.

Therefore, the public servants are aware and able to follow procedure, including figuring out how long it should take for an enquiry to be fully processed. Government institutions and their employees must be highly committed in assisting the public as their customers.

4. The service quality of Tomohon Municipal Market Agency based on politeness, trust and respect for customers.

This research found that these aspects of public service have not been delivered well. Customers of Tomohon Municipal Market Agency, in their true nature, are humans who have self-worth and dignity which must be valued and respected. In delivering the service, public servants must have work ethics and make sure that this self-value of the customers is guaranteed. Ethics refers to the notion of doing what is appropriate and acceptable, while at the same time avoiding inappropriate manner. Therefore, regarding to ethics in public service, government employees as public servants must consider politeness, trust and respect towards customers.

5. The service quality of Tomohon Municipal Market Agency based on approach and attempt to obtain public wants and needs

This research revealed that the dimension of approach and obtainment of information of public wants and needs have not been accomplished well by Tomohon market agency. The quality of public service can be from the people's responses towards the service provided by the government employees or public servants. A service, either satisfactory or otherwise, will be reflected upon customers' responses. Consequently, it is crucial that the market agency, before choosing the types, system and procedure of service delivery, it is crucial for market participants to consider customers' wants and needs so the service they provide truly meets the public expectation which in turn will guarantee customers' satisfaction.

Discussion

A high-quality public service is one aspect of bureaucratic reform which being implemented by the Indonesian government as an attempt to provide clean, competent and service-oriented bureaucracy. According to Vigoda-Gadot and Mizrahi (2014), bureaucratic reform is an endeavor of accomplishing clean, accountable, effective, efficient governance and providing good quality service as well as building public trust towards the government. This is as concluded by Runtunuwu (2020) in his research that service quality positively affects public satisfaction, which will directly build public trust in helping to minimize the transactional cost, strengthen the state's legitimation towards the policy made as well as improve social capital, especially with regards to government-public relationship.

Witjaksono (2015) suggested that in order to implement a clean, competent and service-oriented governance, the government and people must have a mutual understanding and optimism that this particular type of governance will guarantee a success of nation building in all aspects. Similarly, Adiperdana (2015) posited that a clean, capable and service-centered will require mental revolution, an immediate and urgent changes and improvement of mindset, culture and the structure of the government institutions.

Regarding to the changes in culture, Annas (2015) explained that in bureaucratic reform framework, culture plays a crucial role to ensure a transparent, reliable and high-quality governance. O'Reilly (1991) claimed that culture drives individuals to be creative in achieving their goals.

This research found that in regards to the service quality delivered by Tomohon market agency, especially from physical aspect (tangibles) such as access point to the market, the physical building, the cleanliness and security, has not been carried out well in satisfying people's expectation.

Vincent Gespersz (in Maddy, 2009) stated that the quality of a particular service can be viewed from these dimensions: (a) Time and duration meaning waiting and processing time, (b) Service quality, regarding the accuracy and appropriateness of service, (c) Service quality, regarding politeness and friendliness of business enterprises, (d) Service quality, regarding responsibility in handling customers' complaints. This is related to the number of staff and facilities provided for the service, (f) Service quality related to location, service venue, parking space, and information access and other guidelines, (g) Service quality, regarding environment, cleanliness, waiting room, music entertainment, air condition, and communication devices. It is evident that from the aspects of effectiveness and efficiency, Tomohon market agency has shown a professionalism in delivering public service.

This finding is relevant to research conducted by Erlando (2004) that employees' ability can be upgraded through formal or non-formal education, professional or non-professional workshops or even self-taught. Sedarmayanti (2009) argued that professionalism is a frame that puts bureaucracy as an effective motor for the government, and a parameter of measuring employees' ability and competence.

In accordance with professionalism as a target of bureaucratic reform, Grindle (1997) argued that policy reform of public service must be directed towards analyzing and fixing past mistakes, improving current institutional policies and mechanisms. Reformation in public service must reach the most fundamental change in administrative works, bureaucratic culture and work procedure of government organization to ensure the development and realization of public-driven governance.

Tomohon market agency in delivering service in terms of awareness and eagerness in delivering effective and efficient service has not met the public expectation. According to Purwanto, et. all (in Kurdi, 2020), bureaucratic diseases can be seen from the following symptoms: 1) High cost; 2) complex procedure; 3) Unfriendly service delivery; 4) Discrimination; 5) Uncertainty of quality and time of processing; 6) absence of transparency; 7) irresponsiveness of public needs; 8) evidence of corruption, collusion and nepotism. Thus, the change of government apparatus' mindset is mandatory. Adiperdana (2015) explained that mental revolution of the employees, culture and institutions is highly crucial and required in implementing a clean, capable and service-driven governance.

Regarding politeness, trust and respect for customers, Tomohon market agency has not met public expectation. In a reciprocal relationship between the government as service provider and the public as service recipient, there are several issues that the government must take into consideration. Nisjar (in Sedarmayanti, 2000) believed that these issues include (1) comprehensive and easily applicable procedures, hence avoiding complexity and not time consuming; (2) giving clear and certain service for the customers; (3) effective and efficient service; (4) quick and on time process; and (5) treating the users by upholding the motto *customer is king and always right* in every form of service, both technical and administrative services.

Regarding to manners, Purwanto, et. al (in Kurdi, 2020) posited seven Parts: 1) *Passionate* (enthusiastic), 2) *Progressive* (employing the best and advanced tools), 3) *Proactive* (anticipative and take initiative), 4) *Prompt* (positive, unsuspecting and unworried), 5) *Patience*, 6) *Proportionate* (not gossiping), 7) *Punctual* (on-time).

Moreover, in accordance with the aspect of approach and willingness to obtain information about public needs, apparently, it is found that Tomohon market agency has not fully deliver the required service. The service provider must ensure that public satisfaction is achieved as a manifestation of *excellent service*. Prasetyorini (2013) believed that excellent service is not merely a service, but providing extra attention and care to customers in need. This service includes making the right choice and taking the appropriate step to connect with the service recipients. In addition to this, Prasetyorini also mentioned that excellent service is developed based on the principles of 3As, *Attitude* (appropriate), *Attention* (undivided) and *Action*. *Attitude* refers to three main principles: (1) polite and neat dress, (2) positive and logic mindset and (3) respectful manner. *Attention* includes three major principles: (1) listening and understanding public enquiries, (2) observing and respecting people's behavior, (3) paying close and full attention to customers. *Action* covers five principles: (1) noting down customers' questions, (2) writing down customers' needs, (3) restating customers' enquiries, (4) actualizing customers' needs, (5) thanking customers and being enthusiastic for their return.

From suggestion above, it can be said that the quality of public service (excellent service) which can be known from customers' satisfaction, will only be achievable if the service providers involve public or customers as the service recipients. This means getting to know what people really need and want before implementing policies and procedures of service. The participation of service recipients in forms of positive responses is crucial in making sure that the service is delivered smoothly and high satisfaction is obtained. Another important aspect to consider is creativity and innovation of the public servants, meaning that appropriate measurements are taken for appropriate enquiries. According to Atmaji (2015), the ability to think anticipatively, reflectively and innovatively are obtained not only through training, but also more importantly via building governance business processes such as policy making, regional development or the delivery of public service. This will ensure that government employees, in this case public servants have the ability to think anticipatively, reflectively and innovatively in all their administrative actions.

CONCLUSIONS

Based on the data analysis, it can be concluded that public, in this case traders and market visitors, remains unsatisfied with the quality of the service provided by Tomohon Market Agency. This response is based on the five (5) dimensions employed to analyze and measure the service quality. Out the five elements, only is found appropriate and satisfactory which is the ability to provide and deliver effective and efficient service.

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