

Service Quality Analysis of Rebranding Effectiveness Traditional Market "Klojen Nikmat" in Malang City Indonesia.

Adonis Fatsun Via Lobe ^{*1}, Julianus Hutabarat ² and Dimas Indra Laksmana ³

^{1,2,3} Industrial Engineering Program Study, National Institute of Technology (ITN) Malang, Indonesia

Email: adonis.erm@gmail.com

ARTICLE INFO

Article history:

Received 25 July 2026

Accepted 09 Sep 2026

Available online 18 Sep 2026

Keywords:

Traditional Market, Rebranding, Service Quality.

Indexed in:



INDEX COPERNICUS
INTERNATIONAL



and in major libraries

ABSTRACT

Klojen Market has been designated as one of the traditional markets prioritized for rebranding by the Malang City Government. The "Klojen Nikmat" rebranding initiative aims to establish a market identity that is cleaner, more organized, visitor-friendly, and representative of Malang's culinary characteristics. This rebranding process emphasizes not only visual transformation and promotional activities but also improvements in service quality as an essential component of visitor experience. This study aims to evaluate service quality, analyze the effectiveness of traditional market rebranding, and examine the influence of service quality on rebranding effectiveness at Klojen Market. A quantitative descriptive approach was applied using the SERVQUAL model and Importance-Performance Analysis (IPA). Data were collected from 100 visitors through structured questionnaires measuring five service quality dimensions: tangibles, reliability, responsiveness, assurance, and empathy. The results indicate that overall service quality exceeded visitor expectations, with a positive service gap. However, several attributes related to responsiveness, parking facilities, complaint handling, and information clarity still require improvement. The findings demonstrate that rebranding effectiveness is influenced not only by physical transformation and visual identity but also by the consistency of service experiences provided to visitors. Therefore, strengthening service procedures, improving visitor assistance systems, and enhancing supporting facilities are essential to ensure the sustainability of the "Klojen Nikmat" rebranding initiative.

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Introduction:

Traditional markets play an important role in supporting local economic activities, meeting people's daily needs, and providing spaces for social and cultural interaction. They also serve as a source of livelihood for traders and micro, small, and medium-sized enterprises. However, the rapid growth of modern shopping centers, convenience stores, and digital commerce platforms has intensified competition within the retail sector. This development poses a major challenge to traditional markets, which are still frequently perceived as poorly organized, uncomfortable, and inconsistent in terms of facilities and service quality. Therefore, traditional market development requires a strategy that not only improves physical conditions but also establishes a stronger identity and creates a more positive visitor experience.

Malang City has several traditional markets with considerable potential to be developed as economic centers as well as cultural and culinary destinations. One of these is Klojen Market, located on Cokroaminoto Street Klojen. Its location in the city center, near Malang Railway Station, Malang, provides a strategic advantage for its development.

In addition to offering various daily necessities, Klojen Market accommodates local food vendors and sellers of traditional Malang cuisine, giving it the potential to attract both local residents and tourists.

To strengthen the market's appeal, the Malang City Government, through the Department of Cooperatives, Industry, and Trade, rebranded Klojen Market as the "Klojen Nikmat" Traditional Market. This rebranding initiative was intended to establish a cleaner, more organized, modern, and representative identity for the market as a culinary destination. The initiative was implemented not only through changes in the market's name and visual identity but also through facility improvements, stall reorganization, culinary activities, and collaboration among the local government, market traders, and other supporting stakeholders. Thus, the rebranding of Klojen Market represents an effort to renew its previous image while creating a more attractive market experience.

As a result of various development initiatives, the number of visitors to Klojen Market has shown an increase in recent years. The following data presents the trend in visitor numbers from 2020 to 2024:

Table 1. Number of Visitors at Klojen Traditional Market During 2020–2024

Years	Visitors
2020	942
2021	979
2022	1.016
2023	1.241
2024	1.922

The increasing number of visitors indicates growing public interest in Klojen Market, particularly during the implementation period of the “Klojen Nikmat” rebranding initiative. However, visitor growth alone cannot be considered sufficient evidence of successful rebranding. The effectiveness of rebranding must also be evaluated through visitors’ perceptions, experiences, and assessments of the services provided by the market. Therefore, examining service quality is necessary to determine whether the renewed identity of Klojen Market is supported by meaningful improvements in visitor experience.

Service quality is a crucial element in shaping visitor experiences and strengthening the new identity of a place. Service quality is defined as the difference between customers’ expectations and their perceptions of the services actually received. The SERVQUAL model evaluates service quality through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. In the context of a traditional market, tangibles relate to cleanliness, comfort, spatial arrangement, and the availability of facilities. Reliability concerns consistency in operating hours and product availability, while responsiveness reflects the ability of market officers and service providers to respond to visitors’ needs and complaints. Assurance relates to safety, trust, and the clarity of information, whereas empathy refers to personal attention and concern for individual visitors’ needs [1,2,3]

The relationship between service quality and rebranding is important because changes in visual identity alone are unlikely to create a strong market image unless they are accompanied by improvements in the visitor experience. Effective rebranding should improve public perceptions, increase market attractiveness, and create consistently positive experiences. Branding strategies involve not only names, symbols, and visual identity but also consumer experiences and the associations formed toward a brand [4]. In the context of Klojen Market, clean, friendly, responsive, safe, and reliable services can strengthen public acceptance of the “Klojen Nikmat” identity. In contrast, inadequate facilities, slow complaint handling, and unclear information may reduce the effectiveness of the rebranding initiative, even when visual improvements have already been implemented.

This trend reflects growing public interest in Klojen Market, particularly as traditional markets are increasingly positioned not merely as sites for commercial transactions, but also as spaces offering a more comfortable and modern experience. This phenomenon mirrors developments in major Indonesian

cities, where public markets are undergoing rebranding efforts to enhance their appeal as culinary destinations and hubs for community interaction.

Therefore, research examining the impact of service quality on the effectiveness of the “Klojen Nikmat” public market rebranding initiative is essential. The findings of this study are expected to provide a comprehensive overview of the extent to which service quality contributes to the successful rebranding of the public market, as well as the role of visitor experience in shaping perceptions of the new identity of Pasar Klojen amidst competition from modern shopping centers and digital platforms.

Literature Review:

Branding and Rebranding in Traditional Markets

Branding creates differentiation through visual identity, marketing communication, customer experience, and the strategic associations developed between customers and the brand. It is not limited to the creation of a name, logo, or visual design but also includes the development of consistent meanings, associations, and customer experiences. Branding creates differentiation through visual identity, marketing communication, customer experience, and the associations that an organization seeks to establish. A well-designed branding strategy helps customers recognize a brand, understand its characteristics, and evaluate the value it offers [4,5,6]

Branding involves the management of several brand assets, including brand awareness, brand loyalty, perceived quality, and brand associations. These assets must be managed consistently to strengthen a brand’s competitive position. From this perspective, the effectiveness of branding depends on its ability to generate positive perceptions, preferences, and behavioral responses among customers [7]

Rebranding differs from initial branding because it focuses on updating or improving an identity that already exists. While branding generally aims to establish initial recognition and positioning, rebranding seeks to change previously formed perceptions, strengthen relevance, and improve the experience associated with an existing brand. Rebranding may involve changes in visual identity, positioning, communication, service delivery, and customer experience. In the context of traditional markets, it is commonly used to transform perceptions of markets as poorly organized, outdated, or uncomfortable into perceptions of markets as clean, attractive, modern, and culturally distinctive. The distinction between branding and rebranding in the source manuscript indicates that rebranding has a broader scope because it addresses not only identity but also image, experience, perception, and service quality [8 9,10]

Traditional market rebranding is particularly important because such markets compete not only with other traditional markets but also with supermarkets, convenience stores, shopping centers, and digital commerce platforms. Unlike modern retail establishments, traditional markets possess cultural, social, and local economic values that can become important sources of differentiation. Their competitive

advantage may be developed through local culinary products, cultural narratives, direct social interaction, community involvement, and authentic shopping experiences.

Therefore, rebranding a traditional market should not merely involve changing its name or visual appearance. It should also improve the physical environment, management practices, service standards, promotional activities, and interactions between traders, market officers, and visitors. A positive market experience can strengthen the new identity, increase visitor interest, and encourage repeat visits. Conversely, a visual transformation that is not supported by service improvements may create a discrepancy between the promoted identity and the actual experience of visitors.

Service Quality

Service quality is an important factor in determining customer satisfaction, trust, and perceptions of an organization or service provider. Service quality as the difference between customers' expectations and their perceptions of the service they actually receive. When perceived performance meets or exceeds expectations, customers are more likely to evaluate the service positively. When service performance falls below expectations, dissatisfaction and negative perceptions may emerge. SERVQUAL model developed by Parasuraman, measures service quality through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions provide a comprehensive framework for examining both physical and interpersonal aspects of service delivery [11,12,13, 14,15]

The quality of the work environment must also be evaluated using measurable indicators [16]. The physical layout of the stalls, circulation areas, cleanliness, comfort, and accessibility affect not only the vendors' working conditions but also the visitors' experience. Tangibles refer to the physical evidence of service, including the cleanliness and condition of facilities, equipment, interior design, parking areas, signs, and the appearance of service personnel. In a traditional market, tangible elements are highly visible and can strongly influence visitors' first impressions. Clean and well-maintained facilities can support the market's modernized identity, whereas inadequate facilities may reinforce negative perceptions associated with traditional markets.

Quality improvement requires more than just problem identification; it also entails measurement, root cause analysis, corrective actions, and continuous monitoring [17]. Visitor complaints, facility conditions, service responsiveness, operational consistency, safety aspects, and information availability need to be measured and managed. Reliability refers to the ability to provide services accurately, consistently, and according to what has been promised. In a market setting, reliability includes consistent operating hours, product availability, accurate information, and dependable service procedures. Reliable services help visitors develop trust in both the market's management and its new identity.

Responsiveness concerns the willingness and ability of employees or service providers to assist customers promptly. It includes the speed of responding to questions, requests, complaints, and service problems. Responsiveness is particularly important because visitors frequently evaluate service quality through direct interactions with market personnel and traders. Slow complaint handling or insufficient assistance may weaken the positive image intended through rebranding.

Assurance includes employees' knowledge, courtesy, competence, and ability to create a sense of security and trust. In traditional markets, assurance may be reflected through clear information, professional conduct, safe transactions, orderly market conditions, and visitors' confidence in the products and services provided.

Empathy refers to individualized attention, effective communication, and an understanding of customers' specific needs. Friendly and considerate interactions can create a more personal and enjoyable shopping experience. Such interactions are among the distinctive strengths of traditional markets compared with standardized modern retail environments.

The five dimensions of SERVQUAL are relevant to traditional market rebranding because they measure whether visitors actually experience the improvements promised by the new market identity. Tangibles influence visual perceptions, reliability establishes trust, responsiveness improves service encounters, assurance creates safety and professionalism, and empathy strengthens visitors' emotional connection with the market. Thus, service quality functions not only as an indicator of operational performance but also as an essential component of the market's rebranded image.

Rebranding Effectiveness

Rebranding effectiveness refers to the extent to which an updated brand identity successfully changes public perceptions and produces the intended responses among its target audience. In the context of a traditional market, rebranding can be considered effective when visitors recognize and accept the new identity, perceive improvements in the market's image, experience greater comfort and attractiveness, and demonstrate stronger intentions to visit again. The effectiveness of rebranding cannot be assessed solely through changes in names, logos, promotional materials, or physical appearance. These elements may generate initial awareness, but long-term acceptance depends on whether visitors experience meaningful improvements. Therefore, rebranding effectiveness should include perceptual and experiential indicators such as improved image, increased attractiveness, better visitor experience, perceived value, satisfaction, and loyalty [18,19,20,21]

For the "Klojen Nikmat" Traditional Market, rebranding effectiveness is associated with the extent to which visitors perceive Klojen Market as cleaner, more organized, visitor-friendly, and representative of Malang's culinary identity. The rebranding program combines physical improvements, visual identity, culinary activities, and collaborative events. Consequently, its effectiveness depends on whether these

changes are consistently supported by market services and operational performance.

Relationship Between Service Quality and Rebranding Effectiveness

Service quality and rebranding effectiveness are conceptually related because services represent the practical implementation of the brand promise. A new name or identity creates certain expectations among visitors. When the market provides services that correspond with these expectations, the new identity becomes more credible and easier for visitors to accept. When actual service performance contradicts the promoted identity, rebranding may be perceived as merely cosmetic.

Service quality is a crucial role in determining the effectiveness of rebranding, as customers evaluate not only changes in name, logo, and visual identity but also tangible shifts in the service experience. Service quality positively influences brand image, satisfaction, brand equity, and loyalty, whereas corporate rebranding has a direct impact only on brand image. These findings indicate that rebranding requires the support of service quality for identity changes to generate satisfaction and loyalty [22]. Service quality exerts a more dominant influence on satisfaction than rebranding does [23]. However, rebranding does not moderate the impact of service quality on satisfaction and loyalty. Thus, enhancing service quality can be viewed as a substantive element supporting rebranding effectiveness, whereas changes in visual identity without service improvements do not necessarily yield the expected customer response [24].

Tangibles reinforce rebranding through visible evidence of change. Improvements in cleanliness, interior design, facility maintenance, signage, and staff appearance provide concrete signals that the market has been renewed. Reliability supports rebranding by demonstrating that the market can consistently deliver the experience associated with its new identity. Responsiveness strengthens the visitor experience through prompt assistance and effective complaint handling. Assurance supports perceptions of safety, professionalism, and trust, while empathy creates personal and socially meaningful interactions.

These dimensions collectively influence how visitors interpret the rebranding process. High service quality can strengthen positive associations, improve satisfaction, and encourage repeat visits. It can also distinguish the traditional market from competitors by combining improved professionalism with the personal interactions and local characteristics that are distinctive to traditional markets. Therefore, service quality should be treated as a substantive component of rebranding rather than as a separate operational issue.

Research Gap

The present study addresses this gap by examining service quality in relation to the effectiveness of the “Klojen Nikmat” rebranding initiative. The program represents a collaborative approach involving the Malang City Department of Cooperatives, Industry, and Trade,

local traders, and supporting institutions. It combines physical improvements, culinary positioning, visitor experience, and collaborative activities in an effort to transform the image of Klojen Market.

The study therefore extends previous research by positioning service quality as a central element of traditional market rebranding. Rather than evaluating rebranding solely through visual changes or promotional activities, it examines whether the new identity is supported by tangible facilities, reliable operations, responsive service, assurance, and empathy. This approach provides a more comprehensive explanation of how service performance can contribute to the acceptance, attractiveness, and sustainability of a rebranded traditional market.

Based on the theoretical discussion and previous findings, better service quality is expected to support more effective rebranding by strengthening visitors’ perceptions, experiences, trust, and acceptance of the new “Klojen Nikmat” identity.

Therefore, this study fills the gap in traditional market rebranding research by demonstrating that rebranding effectiveness should not only be evaluated through visual transformation and promotional activities but also through measurable service quality dimensions that shape visitor experiences and acceptance of the renewed market identity.

Methodology:

Research Design

This study employed a quantitative descriptive survey design to evaluate service quality and its contribution to the effectiveness of the rebranding of Klojen Market as the “Klojen Nikmat” Traditional Market. The quantitative approach was selected because the study measured visitors’ expectations and perceptions using structured questionnaire items and numerical scales. The descriptive design was used to identify service-quality gaps, evaluate the performance of individual service attributes, and determine the attributes requiring managerial improvement.

The analysis combined the SERVQUAL model and Importance–Performance Analysis (IPA). SERVQUAL was used to compare visitors’ perceived service performance with their expectations. IPA was subsequently employed to classify the service attributes according to their importance and performance levels.

Research Location and Period

The study was conducted at Klojen Traditional Market, located on Cokroaminoto Street, Klojen District, Malang City, East Java, Indonesia. The market was selected because it had undergone physical improvements, stall reorganization, identity renewal, and culinary-based promotional activities as part of its rebranding into the “Klojen Nikmat” Traditional Market.

The research was carried out over six months, from August 2025 to January 2026. This period covered the preparation of the research instrument, field observation,

questionnaire distribution, data processing, analysis, and interpretation of the findings.

Population and Sample

The population consisted of visitors to Klojen Market who had experienced the market after the implementation of the “Klojen Nikmat” rebranding initiative. These visitors were considered relevant respondents because they had directly observed changes in the market’s facilities, layout, cleanliness, service delivery, and identity.

The minimum sample was therefore approximately 95 respondents and was rounded to 100 respondents to provide sufficient data for analysis.

Respondents were selected using accidental or convenience sampling. Visitors who were encountered at the research location, met the respondent criteria, and were willing to complete the questionnaire were included in the study. The respondent criteria were visitors who had shopped at or visited Klojen Market after the rebranding and who were aware of, or had experienced, changes in its facilities, cleanliness, services, and market identity.

Research Variables and Operational Measurement

The principal construct examined in this study was service quality, measured using the five dimensions of the SERVQUAL model developed by Parasuraman. The dimensions were operationalized as follows:

1. Tangibles: referred to the physical condition of the market, including cleanliness, interior design, staff appearance, and parking facilities.
2. Reliability: referred to the market’s ability to provide consistent and dependable services, including adherence to operating hours, product availability, and service consistency.
3. Responsiveness: referred to the willingness and speed of market personnel in responding to visitors’ requests, complaints, and service needs.
4. Assurance: referred to the knowledge, clarity of information, courtesy, professionalism, and ability of personnel to create trust and a sense of security.
5. Empathy: referred to personal attention, concern for individual needs, and the ability to provide a pleasant market experience.

The effectiveness of rebranding was evaluated through visitors’ experiences of whether the services and physical conditions of the market supported the new “Klojen Nikmat” identity. In this context, effective rebranding was reflected in the consistency between the identity promoted by the market and the service experience perceived by visitors.

Research Instrument

Data were collected using a structured questionnaire containing statements related to the five SERVQUAL dimensions. The instrument consisted of 16 service attributes: four tangible attributes, three reliability

attributes, three responsiveness attributes, three assurance attributes, and three empathy attributes.

Each attribute was evaluated from two perspectives:

1. Level of service expected by visitors; and
2. Level of service performance actually perceived by visitors.

Data Sources and Collection Procedures

The study used both primary and secondary data. Primary data were obtained from questionnaires completed by 100 visitors and from direct field observations at Klojen Market. The observations focused on the physical condition of the market, visitor activities, interactions between traders and visitors, the condition of supporting facilities, and the general atmosphere associated with the “Klojen Nikmat” identity.

Secondary data were collected from official documents issued by the Malang City Department of Cooperatives, Industry, and Trade, market visitor statistics, activity documentation, books, and relevant previous studies.

The data-collection process involved several stages. First, a preliminary observation was conducted to identify service-related issues at the market. Second, the questionnaire was developed based on the five SERVQUAL dimensions. Third, the questionnaire was distributed directly to eligible visitors. Fourth, the completed questionnaires were reviewed and coded before being processed using SPSS version 26.

SERVQUAL Analysis

Service quality assessment using the SERVQUAL method involves examining performance levels and expectation levels. Service quality was evaluated by comparing visitors’ perceived service performance with their expected service level. The service quality gap was calculated using the SERVQUAL equation:

$$SQ_i = P_i - E_i$$

Where:

SQ_i = service quality gap of attribute i

P_i = mean perception score of attribute i

E_i = mean expectation score of attribute i

The interpretation of the gap value is as follows:

$SQ_i > 0$ = perceived service performance exceeds visitor expectations

$SQ_i > 0$ = perceived service performance meets visitor expectations

$SQ_i > 0$ = perceived service performance does not meet visitor expectations

The gap value is calculated by subtracting the desired customer expectation score from the perceived service score. The Service Quality score is derived by calculating the value for each attribute using the prescribed formula.

Importance Performance Analysis

Data analysis using the IPA model was conducted to determine the position of each service attribute based on levels of perception and expectation. This analysis utilized a Cartesian diagram to identify the overall quadrant placement.

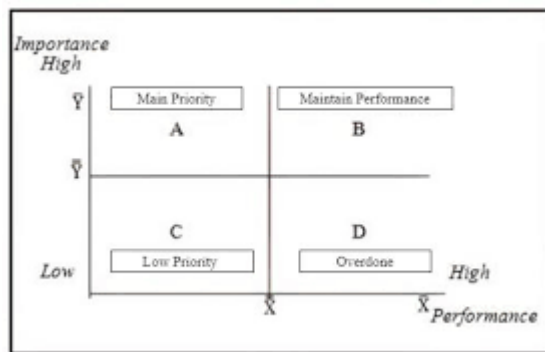


Fig 1. Importance Performance Analysis Cartesian Diagram

After obtaining the X and Y values, a Cartesian diagram is generated using SPSS software, divided into four quadrants defined by the mean performance levels of all attributes on the X and Y axes. This process identifies the attributes within a specific quadrant that most significantly influence satisfaction. Attributes in this quadrant require priority attention, as they are considered highly important by visitors yet their current level of implementation remains unsatisfactory.

Findings and Discussion:

Respondent Characteristics

The study involved 100 visitors to the “Klojen Nikmat” Traditional Market. Female respondents accounted for 62% of the sample, while male respondents represented 38%. In terms of age, the largest group consisted of respondents aged 26–35 years, representing 35% of the sample, followed by those aged 36–45 years at 28%. Respondents aged 18–25 years accounted for 15%, those aged 45–55 years represented 12%, and respondents above 55 years accounted for 10%.

Regarding occupational background, 50% of the respondents were private-sector employees, 30% were self-employed, and 20% were civil servants. Most respondents had relatively frequent experience with the market. A total of 45% visited the market three to five times per month, while 25% visited more than five times per month. Therefore, 70% of the respondents visited Klojen Market at least three times per month. This frequency indicates that most respondents had sufficient experience to evaluate changes in the market’s facilities and services after the rebranding initiative.

In terms of education, 60% of respondents had completed a diploma or bachelor’s degree, 30% had completed senior high school or vocational school, and 10% held a postgraduate degree. The demographic profile shows that the respondents represented different age groups, occupations, and educational backgrounds. Their relatively frequent market visits provided an appropriate basis for evaluating the consistency between the new “Klojen Nikmat” identity and the actual service experience.

Validity and Reliability of the Research Instrument

The validity test was conducted to determine whether each questionnaire item accurately measured the intended service quality dimensions. The validity

assessment was performed by comparing the Pearson correlation coefficient of each item with the critical correlation value (r-table). The critical value of 0.1966 was determined based on the Pearson correlation distribution with a significance level of 5% ($p < 0.05$) and degree of freedom (df) calculated as:

$$df = n - 2$$

$$df = 100 - 2 = 98$$

Based on $df = 98$ and a significance level of 5%, the obtained critical value was 0.1966. All expectation and perception questionnaire items produced correlation coefficients greater than this value. Therefore, all items used to measure tangibles, reliability, responsiveness, assurance, and empathy dimensions were considered valid.

The reliability test was conducted using Cronbach’s Alpha to evaluate the internal consistency of the questionnaire. The Cronbach’s Alpha coefficients for the expectation and perception scales were 0.939 and 0.895 for tangibles, 0.975 and 0.931 for reliability, 0.972 and 0.933 for responsiveness, 0.971 and 0.853 for assurance, and 0.983 and 0.933 for empathy. All coefficients exceeded the minimum acceptable threshold of 0.60, indicating that the instrument had strong reliability and consistently measured visitors’ expectations and perceptions of service quality.

Service Quality Analysis

SERVQUAL analysis compared the mean score of visitors’ perceived service performance with their expected level of service. To maintain consistency, the gap and service quality ratio presented below were recalculated from the reported perception and expectation means.

Tabel 2. Service Quality Analysis

Dimension	Percepti on	Expectati on	GA P	Qualit y Ratio
Tangibles	3.680	3.393	0.28 8	1.085
Reliability	3.980	2.993	0.98 7	1.330
Responsiven ess	3.140	3.530	- 0.39 0	0.890
Assurance	3.713	3.377	0.33 7	1.100
Empathy	3.873	3.100	0.77 3	1.249
Overall	3.678	3.286	0.39 2	1.119

Overall, perceived service performance was higher than visitor expectations, with an average gap of - 0.392 and a service-quality ratio of 1.119. This result suggests that the market generally delivered an acceptable service

experience. Nevertheless, the positive overall result concealed substantial differences among the five dimensions. Reliability and empathy performed particularly well, whereas responsiveness remained below visitor expectations.

Although the overall SERVQUAL score indicates a positive service quality gap, the analysis also reveals several attributes with negative gaps. These negative values indicate specific service aspects where visitor expectations have not yet been fulfilled. Therefore, improvement priorities should focus not only on the overall service score but also on individual attributes requiring corrective action.

This pattern indicates that the rebranding initiative was relatively successful in improving the dependable and interpersonal aspects of the market experience. However, the implementation of the new identity was not yet consistent across all service encounters. A rebranded market must provide not only an improved appearance but also responsive and easily accessible services. Weaknesses in complaint handling, communication, and supporting facilities can reduce the credibility of the new identity even when other service dimensions perform well.

Tangibles

The tangible dimension recorded an average perception score of 3.680 and an expectation score of 3.393, producing a positive gap of 0.288. Three of the four tangible attributes exceeded visitors' expectations. Market cleanliness and maintenance recorded a perception score of 3.890 compared with an expectation score of 3.100. The modern and comfortable interior recorded a perception score of 3.930 and an expectation score of 3.460. The appearance of market personnel also produced a positive gap, with scores of 3.660 for performance and 3.100 for expectation.

These results indicate that the physical improvements associated with the "Klojen Nikmat" identity were visible to visitors. Cleanliness, interior design, and professional staff appearance provided tangible evidence that the market was undergoing renewal. These physical attributes support the objective of repositioning Klojen Market as a cleaner, more organized, and visitor-friendly culinary destination.

However, parking facilities recorded a negative gap of 0.670. The perceived performance score was only 3.240, while the expectation score reached 3.910. This was one of the largest deficiencies identified in the study. The finding suggests that the physical transformation of the market had not been accompanied by adequate improvements in accessibility and vehicle management.

Parking is not merely an additional facility. It forms part of the overall visitor journey and affects convenience before visitors enter the market. Limited or poorly organized parking may discourage repeat visits, especially among visitors who use private vehicles. Therefore, the physical effectiveness of the rebranding remains incomplete unless the visual transformation is supported by convenient access and adequate supporting infrastructure.

Reliability

Reliability was the strongest performing SERVQUAL dimension. It recorded an average perception score of 3.980, an expectation score of 2.993, and a positive gap of 0.987. All reliability attributes exceeded visitors' expectations.

The ability of the market to open according to schedule produced the largest positive gap of 1.190. Product availability recorded a positive gap of 1.040, while consistent and dependable service produced a gap of 0.730. These findings show that visitors perceived the market's basic operational activities as stable and dependable.

Reliability is particularly important in supporting rebranding because a new brand identity creates expectations regarding the consistency of the experience offered. When operating hours, product availability, and service delivery are dependable, visitors are more likely to trust the market and regard the new identity as credible. The strong reliability performance therefore represents an important asset for "Klojen Nikmat."

The high level of reliability also indicates that the market retained one of the fundamental advantages of traditional commerce: the availability of products and direct transactions. Rebranding did not eliminate the market's core function but strengthened it through more consistent operations. This balance between a renewed image and dependable market activities is necessary to maintain existing customers while attracting new visitors.

Responsiveness

Responsiveness was the only SERVQUAL dimension with an overall negative gap. Its average perception score was 3.140, while the expectation score was 3.530, resulting in a service quality gap of -0.390 and a quality ratio below 1.00. This indicates that visitors perceived the responsiveness of market personnel as insufficient compared with their expectations.

The most substantial weaknesses concerned the speed of responding to customer requests and the handling of complaints. The response to customer requests recorded a perception score of 2.780 and an expectation score of 3.920, resulting in a gap of 1.140. Complaint handling recorded a perception score of 2.750 and an expectation score of 3.890, also producing a gap of approximately 1.140.

In contrast, the general statement that services were delivered quickly and efficiently recorded a positive gap of 1.110. This difference suggests that routine transactions were perceived as efficient, but service performance deteriorated when visitors required specific assistance or submitted complaints. The market was therefore able to conduct ordinary commercial activities efficiently but lacked a sufficiently responsive mechanism for handling non-routine customer needs.

This distinction is important for interpreting the effectiveness of the rebranding. A modern and visitor-oriented market identity requires a service system that can address questions, complaints, and unexpected problems. Visitors may perceive the market as efficient

during normal transactions, but a slow response to complaints can rapidly weaken trust and create negative word of mouth.

Assurance

Assurance dimension generated an average perception score of 3.713 and an expectation score of 3.377, producing a positive gap of 0.337. Visitors generally believed that market personnel possessed adequate product knowledge and created a safe and respectful service environment.

Staff knowledge of the products offered recorded a perception score of 3.820 and an expectation score of 2.890, resulting in a positive gap of 0.930. Visitors' feelings of safety and respect also produced a positive gap of 0.640. These findings support the positioning of the market as a credible and welcoming commercial environment.

However, the clarity and accuracy of information recorded a negative gap of 0.560. The perception score was 3.380, whereas the expectation score was 3.940. This indicates that knowledge possessed by market personnel was not always communicated clearly to visitors.

The distinction between possessing information and communicating it effectively is important. Personnel may understand the products and market operations but still be unable to explain information in a clear, standardized, and accessible manner. Inconsistent information regarding products, operating arrangements, facilities, or complaint procedures can create uncertainty and weaken visitor confidence.

For the rebranding initiative, assurance should be supported by clear signs, information boards, service points, and trained personnel who can provide consistent explanations. The new identity will be more credible when visitors can easily obtain accurate information and understand how to access market facilities and services.

Empathy

Empathy was the second strongest performing dimension after reliability. It recorded an average perception score of 3.873 and an expectation score of 3.100, producing a positive gap of 0.773 and a service-quality ratio of 1.249.

All empathy attributes exceeded expectations. Attention to individual customer needs produced a positive gap of 0.760. The willingness to provide additional attention generated a gap of 0.780, while the ability to create a pleasant market experience also produced a gap of 0.780.

These findings demonstrate that visitors valued the personal interaction provided by market personnel and traders. Such interaction is an important competitive advantage of traditional markets because it is more difficult to reproduce in highly standardized modern retail or digital shopping environments. Friendly communication and individualized attention can create emotional attachment, strengthen satisfaction, and encourage repeat visits.

Empathy is also relevant to the cultural and social character of Klojen Market. The "Klojen Nikmat" concept is intended to present the market not only as a

place for buying and selling but also as a place for eating, gathering, and social interaction. Positive interpersonal service therefore strengthens the experiential dimension of the new market identity.

Importance Performance Analysis

Data analysis using the Importance Performance Analysis (IPA) model was conducted to assess service quality in relation to the rebranding effectiveness of the Klojen Nikmat traditional market in Malang City, evaluating specific attributes based on consumer perceptions and expectations.

Using the overall mean performance score of 3.678 and the mean importance score of 3.286 as the Cartesian intersection points, the service attributes were classified according to the standard IPA framework.

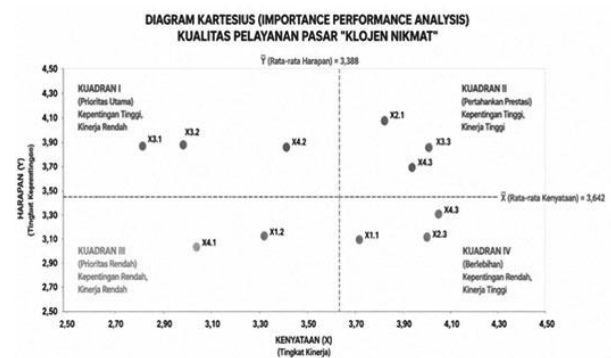


Fig 2. Importance Performance Analysis Results of Service Attributes for the "Klojen Nikmat" Traditional Market Rebranding Evaluation

The attributes categorized as major improvement priorities were parking facilities, prompt responses to customer requests, responsive complaint handling, and the provision of clear and accurate information. These attributes combined relatively high visitor expectations with below-average service performance. Their position indicates that improvements in these areas would produce the greatest effect on the overall visitor experience.

The modern and comfortable interior and the feeling of safety and respect demonstrated high importance and high performance. These attributes should be maintained because they directly support the image of Klojen Market as a comfortable and trustworthy culinary destination.

Several attributes, including cleanliness, operating-hour reliability, product availability, service consistency, general transaction efficiency, staff knowledge, and empathy-related services, recorded high performance but relatively lower stated importance. This does not mean that they are unnecessary. Instead, their current performance is already satisfactory, and the market should maintain their standards without allocating disproportionate additional resources.

The IPA results demonstrate that the main service deficiencies were concentrated in access, response systems, complaint management, and information delivery. Therefore, the next stage of the rebranding should place less emphasis on additional visual changes and more emphasis on improving service processes.

Implications of Service Quality for Rebranding Effectiveness

The findings indicate that the “Klojen Nikmat” rebranding initiative was partially effective in improving the visitor experience. The positive performance of reliability, empathy, cleanliness, interior design, and safety demonstrates that the new identity was supported by several meaningful operational and experiential improvements. These strengths contribute to a market image that is more dependable, comfortable, and socially engaging.

Nevertheless, the rebranding cannot yet be considered fully effective from a service-quality perspective. Negative gaps in parking, direct response to customer requests, complaint handling, and information clarity reveal a discrepancy between the identity promoted by the market and certain aspects of the experience delivered to visitors.

This discrepancy confirms that rebranding should not be treated as a purely visual or promotional activity. Kotler and Keller emphasize that branding is developed through the total customer experience. In the context of Klojen Market, visitors evaluate the “Klojen Nikmat” identity through every stage of their visit, including access to parking, interaction with personnel, receipt of information, complaint resolution, shopping activities, and social experience.

Therefore, the management of Klojen Market should prioritize the reorganization of parking, establish a formal complaint-handling mechanism, develop written service procedures, train personnel in responsive communication, and provide clear information through both physical and digital channels. These improvements would align actual service delivery more closely with the new market identity and strengthen the long-term sustainability of the “Klojen Nikmat” rebranding initiative.

Conclusion:

This study concludes that the service quality of the “Klojen Nikmat” Traditional Market was generally perceived positively by visitors, although several service attributes had not fully met their expectations. Among the five SERVQUAL dimensions, reliability and empathy demonstrated the strongest performance. Visitors positively evaluated the consistency of operating hours, product availability, dependable market services, personal attention, and the pleasant interactions provided by market personnel and traders. Tangibles and assurance also showed relatively satisfactory performance, particularly in terms of cleanliness, interior appearance, staff presentation, product knowledge, safety, and respectful treatment.

Despite these positive findings, responsiveness remained the weakest service-quality dimension. Visitors reported that market personnel were not sufficiently prompt in responding to requests and handling complaints. Other important deficiencies included inadequate parking facilities and the lack of clear and accurate information. The Importance–Performance Analysis indicates that these attributes should become the main priorities for

improvement because they are considered important by visitors but currently demonstrate relatively low performance.

The findings suggest that the rebranding of Klojen Market as “Klojen Nikmat” has demonstrated positive outcomes from the visitor service perspective, although several service attributes require further improvement. The renewed physical environment, reliable market operations, and positive interpersonal services have contributed to a cleaner, more comfortable, dependable, and visitor-friendly market image. However, the effectiveness of the rebranding is not determined solely by changes in name, visual identity, or promotional activities. It also depends on whether the market can consistently provide services that support the promises associated with its new identity.

Therefore, the long-term success of the “Klojen Nikmat” rebranding requires the management to improve parking arrangements, establish a structured complaint-handling system, develop and consistently implement service standard operating procedures, strengthen staff responsiveness, and provide clearer information through appropriate physical and digital channels. These improvements are expected to reduce the gap between visitor expectations and actual service performance, strengthen public acceptance of the new market identity, and enhance the position of Klojen Market as a competitive culinary destination in Malang City.

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