
Analysis of Total Quality Management in Balenggek Tokok Chicken Business

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ABSTRACT

Technological advances have created new challenges in the management of goods and services, which require special attention to management and quality control. This study evaluates the implementation of Total Quality Management (TQM) at Ayam Tokok Balenggek business with the aim of increasing customer loyalty. A qualitative approach was used in this study, through interviews, observations, and closed questionnaires, to analyze TQM implementation and identify problems using Fishbone Diagram. The results showed that TQM at Ayam Tokok Balenggek includes quality management of fresh raw materials, cleanliness of the dining area, and equipment used. However, some shortcomings were found, such as narrow and hot eating areas, lack of fan facilities, and limitations in the provision of certain chicken parts. The analysis also revealed that TQM implementation is supported by five servqual indicators, namely: Reliability, Responsiveness, Assurance, Empathy, and Physical Evidence. These findings confirm the importance of effective TQM implementation to improve service quality and customer satisfaction, which in turn can increase business competitiveness in the market.

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1. INTRODUCTION

The rapid development of technology and information has changed the way companies operate and interact with consumers [1]. In this digital era, consumers have easy access to various information and products, which in turn increases their expectations of the quality of services and products offered [2]. Companies are now required to not only provide high-quality products but also ensure a superior consumer experience through responsive and customer-oriented services [3]. In this context, Total Quality Management (TQM) has become one of the management approaches relied upon to achieve competitive advantage through comprehensive quality improvement and continuous improvement in all aspects of the organization.

Although TQM has been applied in various industries, its application in small and medium enterprises (SMEs), especially in the culinary sector, still faces various challenges [4]. Many SMEs struggle to maintain the quality of their products and services amidst increasingly fierce competition [5]. Ayam Tokok Balenggek, as one of the growing culinary businesses in Padang City, faces similar challenges. Although the business has managed to attract consumers' attention with its superior products, it still experiences problems in terms of quality management, which has an impact on customer satisfaction and business sustainability.

Previous research shows that TQM can improve organizational performance through improving the quality of products, services and operational processes [6]. TQM focuses on developing a work culture that involves all members of the organization in continuous improvement efforts [7]. Several studies have underscored the importance of key elements of TQM, such as customer focus, employee engagement, and data-driven decision making [8]. However, the application of TQM to the culinary sector in SMEs is still rarely discussed in the literature, especially with regard to analyzing the factors causing quality problems using tools such as the Fishbone Diagram.

To fill the gap, this study analyzes the application of TQM in Ayam Tokok Balenggek business with a qualitative approach. This research identifies and analyzes factors that affect product and service quality through interviews, observations, and questionnaires. In addition, a Fishbone Diagram was used to explore the main causes of the quality issues faced by the business. The evaluation is complemented by an analysis of customer perceptions to gain a comprehensive understanding of the effectiveness of TQM implementation at Ayam Tokok Balenggek.

The main innovation of this research lies in the application of TQM tailored to the context of SMEs in the culinary sector, which has not been widely studied so far. By combining Fishbone Diagram analysis and customer perception evaluation, this research offers a holistic approach that can be used by SMEs to identify and improve weaknesses in their quality management system. The results of this study are expected to not only assist Ayam Tokok Balenggek in improving performance and competitiveness, but also provide practical guidance for other SMEs in implementing TQM effectively.

2. METHOD

This study uses a descriptive qualitative approach to evaluate the implementation of Total Quality Management (TQM) in Ayam Tokok Balenggek business, Padang. Data was collected through interviews with employees, direct observation, and questionnaires distributed to customers, especially Andalas University students. Interviews aimed to understand the implementation of TQM related to quality management of raw materials, production processes, and customer service. Observations were made to observe operational conditions and interactions at the business premises. Meanwhile, the questionnaire measured customer perceptions of service quality based on the five dimensions of SERVQUAL: Reliability, Responsiveness, Assurance, Empathy, and Physical Evidence. The collected data were thematically analyzed to identify critical patterns in TQM implementation, evaluate its effectiveness, and determine areas that require improvement.

Table 1. Variables, dimensions, and indicators used in the questionnaire

| Variables | Dimensions | Indicator |
|-----------------|----------------|-------------------------------|
| | | Timeliness |
| | Reliability | Strive for Freedom from Error |
| Service Quality | Responsiveness | Respon |
| | | Speed |
| | Assurance | Security |
| | | Extensive Knowledge |

| | | |
|----------|--|------------------------|
| | | Individual Attention |
| Emphaty | | |
| | | Good Communication |
| | | Physical Appearance |
| Tangible | | |
| | | Equipment and Supplies |

Source: Personal Processed

3. RESULTS AND DISCUSSION

3.1. Procedures for Implementing Total Quality Management (TQM) in the Balenggek Tokok Chicken Business

In implementing TQM, Ayam Tokok Balenggek applies TQM principles that include continuous improvement, customer focus, and employee involvement. This is based on research conducted by Ahmad et al., which states that effective TQM involves all elements of the organization in continuous quality improvement efforts [8].

Ayam Tokok Balenggek focuses on the quality of raw materials, hygiene management, and customer service. Raw materials such as rice, chicken, and vegetables are restocked in fresh condition every morning. The production process also follows strict procedures, where the fried chicken is kept in a warmer so that it is always available in a warm state. This strategy not only maintains the quality of the product but also increases the satisfaction of customers who do not have to wait long. This approach aligns with Vasudevan et al., research that emphasizes the importance of quality control in the production process to maintain customer satisfaction [9].

In addition, the cleanliness of the place and equipment is highly considered. With a buffet model, Ayam Tokok Balenggek ensures all food is served in closed containers to maintain hygiene. The dining area is cleaned regularly, both in the morning before opening and at night after closing. Dining facilities have been updated from a lesehan model to tables and chairs to improve customer comfort. According to research by Mustafa, improved facilities and cleanliness of the business environment play an essential role in increasing customers' positive perceptions of service quality [10].

The number of employees working in shifts helps maintain optimal service and production quality. A clear division of tasks between cashiers, chicken fryers, and table cleaners ensures that each process is efficient. Research by Ghani Al-Saffar & Obeidat, showed that good employee involvement and training in TQM significantly improved managerial performance and service quality [11].

3.2. Customer Assessment of Total Quality Management and Service of Balenggek Tokok Chicken

Customer assessment is the leading indicator in assessing the success of the implemented TQM. The SERVQUAL model measures service quality assessment through five dimensions: reliability, responsiveness, assurance, empathy, and physical evidence. Research by Sugiarto & Octaviana, shows that the SERVQUAL dimensions effectively evaluate customer perceptions of service quality [12].

3.2.1. Reliability

Most customers agreed that the chicken was always served hot, demonstrating product reliability. However, some customers felt that the serving time of fried chicken could still be improved. Research by Zaato et al., revealed that reliability in consistent product delivery is a critical factor in maintaining customer loyalty [13].

3.2.2. Responsiveness

Customers responded positively to the cashier's alertness when serving payments. However, there is still room for improvement in the speed of employees in clearing tables after customers leave. A study by Rachmandany et al., suggests that speed and agility in service are essential components in building customer satisfaction [14].

3.2.3. Assurance

Parking security and employee understanding of customer requests received a fairly good assessment, although there were some customers who felt less satisfied. Research by Safitri & Siti Ambarwati, shows that assurance in service, including a sense of security and the ability of employees to understand customer needs, greatly influences positive perceptions of service quality [15].

3.2.4. Empathy

No customers felt that employees were helpful during crowded situations; however, most customers appreciated friendly communication from employees most customers appreciated. According to Setiono & Hidayat, empathy in service, especially in providing personal attention to customers, is essential to increase customer satisfaction [16].

3.2.5. Tangible

The appearance of the cashier and adequate equipment to serve customer requests are rated quite well by customers, although some customers still expect improvements in this aspect. Zainurossalamia, emphasize that physical evidence, including employee appearance and adequate facilities, plays an important role in creating positive perceptions of the services provided [17].

3.3. Fish Bone Diagram/Cause and Effect Diagram Analysis

Mubarok, explain that the FishBone Diagram / Cause and Effect diagram is a tool that identifies process elements (causes) that might affect results [18]. With this we can see what are the things that can cause quality problems of a business based on the techniques performed.

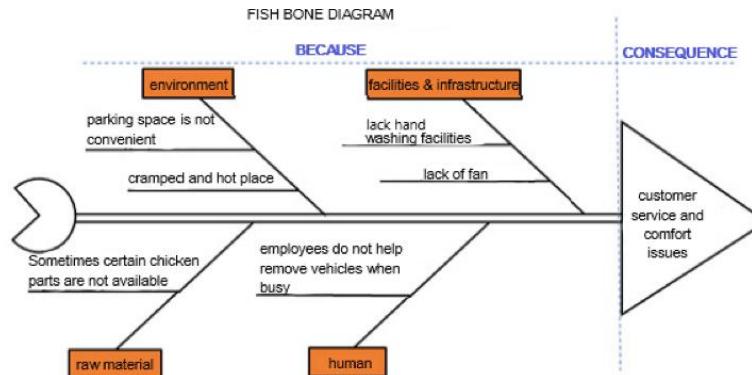


Figure 1. FishBone Diagram/Cause and Effect diagram on Ayam Tokok Balenggek business

4. CONCLUSION

The implementation of Total Quality Management (TQM) at Ayam Tokok Balenggek has shown positive results in the aspects of raw material management, hygiene, and food presentation quality. The use of fresh raw materials and consistent presentation maintain customer satisfaction in terms of product quality. However, this study also found several areas that need to be improved, such as the addition of hand washing facilities, the addition of fans for customer comfort, and the improvement of limited parking lots. The results of customer assessment through SERVQUAL indicators show that the Reliability and Responsiveness aspects are good enough, but improvement is still needed in the Assurance and Empathy aspects to increase overall customer satisfaction and maintain their loyalty.

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