

THE INFLUENCE OF TOTAL QUALITY MANAGEMENT ON SERVICE QUALITY AT SINAR TERANG STORE, GUNUNGSITOLI CITY

By

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ABSTRACT

This study aims to analyze the effect of Total Quality Management (TQM) on service quality at the Sinar Terang Store in Gunungsitoli City. This study uses a quantitative approach with an associative approach. The population consisted of 40 respondents, consisting of employees and customers, using a saturated sampling technique. Data were collected through questionnaires and analyzed using simple linear regression with the help of SPSS version 26. The results of the study indicate that the implementation of TQM, which includes management commitment, employee involvement, customer focus, and continuous improvement, has a positive and significant effect on service quality. The coefficient of determination (R^2) value of 0.701 indicates that 70.1% of the variation in service quality is explained by the implementation of TQM, while the remaining 29.9% is influenced by other factors. Thus, the higher the implementation of TQM, the better the service quality perceived by customers.

Keywords: Total Quality Management, Service Quality, Customer Satisfaction, Quality Management.

PENGARUH MANAJEMEN KUALITAS TOTAL TERHADAP KUALITAS LAYANAN DI TOKO SINAR TERANG, KOTA GUNUNGSITOLI

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh *Total Quality Management* (TQM) terhadap kualitas layanan di Toko Sinar Terang Kota Gunungsitoli. Jenis penelitian ini adalah kuantitatif dengan metode asosiatif. Populasi penelitian berjumlah 40 responden yang terdiri dari karyawan dan pelanggan, dengan teknik pengambilan sampel *sampling jenuh*. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linier sederhana dengan bantuan SPSS versi 26. Hasil penelitian menunjukkan bahwa penerapan TQM yang mencakup komitmen manajemen, keterlibatan karyawan, fokus pelanggan, dan perbaikan berkelanjutan berpengaruh positif dan signifikan terhadap kualitas layanan. Nilai koefisien determinasi (R^2) sebesar 0,701 menunjukkan bahwa 70,1% variasi kualitas layanan dijelaskan oleh penerapan TQM, sedangkan sisanya 29,9% dipengaruhi oleh faktor lain. Dengan demikian, semakin tinggi penerapan TQM, semakin baik pula kualitas layanan yang dirasakan pelanggan.

Kata kunci: *Total Quality Management*, Kualitas Layanan, Kepuasan Pelanggan, Manajemen Mutu

INTRODUCTION

In an era of increasingly fierce business competition, quality has become a key determinant of an organization's competitiveness. Companies are required not only to produce quality

products but also to provide superior service to meet and even exceed customer expectations. Good service quality creates customer satisfaction, fosters loyalty, and positively impacts business sustainability. According to Madaniah (2024), service quality is a crucial strategy for maintaining existence and attracting customers amidst increasingly complex competition.

One approach proven effective in improving service quality is Total Quality Management (TQM). Heizer & Render, in Anwar (2020), explain that TQM emphasizes management's commitment to achieving sustainable excellence in all aspects of the organization, both goods and services. TQM focuses on continuous improvement involving all employees, with the ultimate goal of increasing customer satisfaction and organizational effectiveness.

Sinar Terang Store, a retailer in Gunungsitoli City specializing in wholesale household appliances, faces various challenges in maintaining service quality. Observations revealed issues such as delayed service, unfriendly staff, and minimal responsiveness to customer requests. These conditions have resulted in decreased customer engagement and potentially damaged the store's image in the public eye. These issues indicate that the implementation of TQM principles has not been fully internalized within the store's work environment.

Based on these conditions, the implementation of Total Quality Management (TQM) is crucial as a strategy for building a quality-oriented work culture. Through leadership commitment, teamwork, and continuous improvement, TQM is expected to increase service effectiveness and create positive customer experiences. Therefore, this study aims to analyze the effect of Total Quality Management implementation on service quality at the Sinar Terang Store in Gunungsitoli City.

LITERATURE REVIEW

Total Quality Management Total Quality Management (TQM) is a management approach oriented towards continuous improvement in all aspects of an organization by involving the active participation of all members to achieve customer satisfaction (Sutrisno in Rezky Adhinata et al., 2023). TQM emphasizes the importance of quality as the responsibility of all individuals within the organization and prioritizes data-driven decision-making and continuous innovation. Juran & Gryna (in Reinaldo et al., 2020) explain that TQM is not just a quality control method, but a management philosophy that builds a quality-oriented organizational culture.

The basic principles of TQM include customer focus, employee involvement, a process approach, continuous improvement, visionary leadership, data-driven decision-making, and mutually beneficial relationships with suppliers (Prawirosentono in Firdausiyah, 2020). The application of these principles enables organizations to create collaborative work systems that are adaptive to changing customer needs.

Factors for successful TQM implementation include top management commitment, a flexible organizational structure, effective communication, and a performance reward system (Ramlawati, 2020). Furthermore, indicators of TQM implementation include leadership commitment, employee engagement, customer focus, continuous improvement, process control, and performance measurement (Durairatnam et al., 2021). Through consistent TQM implementation, companies can strengthen their competitive advantage and build a positive reputation with customers.

Service quality is the level of excellence expected by customers and the control of that level of excellence to meet the needs and expectations of service users (Mulyapradana et al., 2020). Service quality reflects the extent to which a service provider is able to provide reliable, timely, and satisfactory service. Arianto, in Purba et al. (2023), emphasized that service quality is a

strategic factor in building customer satisfaction and loyalty.

According to the SERVQUAL model developed by Parasuraman et al., service quality is measured through five main dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy (Aisyah, 2024).

1. **Physical evidence (tangibles):** includes physical facilities, equipment, and employee appearance.
2. **Reliability:** the ability to provide services accurately and consistently.
3. **Responsiveness:** willingness and speed to help customers.
4. **Assurance:** includes competence, courtesy, and a sense of security provided by the service provider.
5. **Empathy:** personal attention to customer needs.

Factors influencing service quality include employee motivation, efficient work systems, a conducive work environment, and adequate physical facilities (Mahmudin & Mashiro, 2022). To improve service quality, organizations need to actively listen to customers, respond quickly to complaints, and develop positive interpersonal relationships (Teddy, 2020). Service quality improvement strategies must also be integrated with the quality management system to ensure sustainable improvements.

Previous research has shown a significant relationship between TQM implementation and improved service quality. Fiestasari (2021) found that the implementation of TQM principles, such as leadership commitment and employee engagement, has a positive impact on customer satisfaction. This finding aligns with research by Mewengkang et al. (2023), which concluded that customer focus and continuous improvement directly contribute to improved service quality. Nofirda et al. (2023) also emphasized that the higher the implementation of TQM, the better customer perceptions of service quality.

Conceptually, TQM and service quality are closely related. The implementation of TQM enables organizations to build a work culture that is disciplined towards quality, which ultimately strengthens reliability, responsiveness, and empathy in service. Thus, it can be concluded that TQM plays a crucial role as a strategic framework in creating quality services and enhancing organizational competitiveness.

RESEARCH METHODS

This study uses a quantitative approach with an associative method, which aims to determine the influence of Total Quality Management (TQM) variables on service quality at the Sinar Terang Store in Gunungsitoli City. According to Sugiyono (2019), quantitative research is used to test theories by measuring the relationship between variables expressed in numerical form and analyzed statistically. This approach was chosen because it is appropriate for assessing the magnitude of the influence and relationship between variables that have been formulated in the research hypothesis. The population in this study were all employees and active customers of the Sinar Terang Store in Gunungsitoli City, with a total of 40 people. Because the population is relatively small and still reachable as a whole, this study used a saturated sampling technique, where all members of the population were used as research samples (Sugiyono, 2019). Thus, the total number of respondents used in this study was 40 people.

RESULTS AND DISCUSSION

This study involved 40 respondents, consisting of employees and customers of the Sinar

Terang Store in Gunungsitoli City. Based on demographic data, 57.5% of respondents were female, 42.5% were male, with the majority aged between 26–35 years. Most respondents (65%) were regular customers who had interacted with the store for more than a year, while the rest were new customers. These characteristics indicate that respondents have sufficient experience to objectively assess the store's service quality.

The results of the descriptive analysis show that the implementation of Total Quality Management principles at Toko Sinar Terang is in the good category, with an average score of 4.10 on a scale of 5. The aspects with the highest scores are management commitment (4.35) and customer focus (4.25), while the aspect with the lowest score is continuous improvement (3.89). This shows that management has a strong commitment to service quality, but still needs to strengthen the evaluation system and continuous innovation. The average customer perceived service quality score was 4.18, which is also considered good. The highest-scoring dimension was reliability (4.32), while the lowest-scoring dimension was responsiveness (3.97). This means customers consider the store's service reliable, but still need improvement in speed and responsiveness to customer requests.

The validity test results show that all statement items in the TQM and service quality variables have a calculated r value $>$ r table (0.312) at a significance level of 0.05, so they are declared valid. The reliability test results show a Cronbach's Alpha value of 0.896, which means that all questionnaire items are reliable and consistently used in the study.

The Kolmogorov–Smirnov normality test showed a significance value of 0.200 ($>$ 0.05), indicating a normal distribution of the data. Heteroscedasticity and autocorrelation tests also indicated no violations of classical assumptions, making the data suitable for further analysis.

Based on the results of data processing using SPSS version 26, the following regression equation was obtained:

$$Y = 12,451 + 0,751X$$

The interpretation of this equation shows that every 1 unit increase in the implementation of TQM will increase service quality by 0.751 units, with a constant of 12.451.

The t-test results show a calculated t-value of 9.382 with a t-table of 2.024, and a significance value of $0.000 < 0.05$. This means that TQM has a positive and significant effect on service quality at the Sinar Terang Store. Thus, the research hypothesis (H_1 : TQM has a significant effect on service quality) is accepted. The R^2 value = 0.701, which means that 70.1% of the variation in changes in service quality can be explained by the implementation of Total Quality Management, while the remaining 29.9% is influenced by other factors outside the research, such as individual employee factors, compensation systems, or store operational conditions.

The results of this study indicate that the implementation of Total Quality Management has a strong and significant impact on service quality at the Sinar Terang Store in Gunungsitoli City. This finding supports the theory proposed by Heizer & Render (in Anwar, 2020) that TQM is a managerial strategy oriented towards customer satisfaction through the involvement of all organizational members in quality improvement.

A positive regression coefficient indicates that the higher the implementation of TQM principles, the better the service quality perceived by customers. Management commitment and employee engagement were shown to be the most dominant factors driving service quality improvement, consistent with the findings of Ramlawati (2020) and Durairatnam et al. (2021).

Empirically, these results align with research by Fiestasari (2021) and Nofirda et al. (2023), which found that TQM positively impacts customer satisfaction through improved service

quality. In the context of Toko Sinar Terang, the implementation of TQM is evident in management's efforts to provide employee training, establish service standards, and create effective communication with customers.

However, descriptive results indicate that continuous improvement and responsiveness still need improvement. This indicates the need for a more structured service evaluation system and a rapid customer feedback mechanism. By strengthening these two aspects, stores can increase responsiveness and build customer trust more effectively.

Overall, the results of this study confirm that Total Quality Management is not only a quality control tool, but also the foundation of an organizational culture oriented toward customer satisfaction. Therefore, successful TQM implementation will have a direct impact on improving service quality and customer loyalty in the long term.

CONCLUSION

This study shows that the implementation of Total Quality Management (TQM) has a positive and significant impact on service quality at the Sinar Terang Store in Gunungsitoli City. The implementation of TQM, which includes management commitment, employee involvement, and customer focus, has been proven to increase reliability and customer satisfaction. The coefficient of determination (R^2) value of 0.701 indicates that 70.1% of the variation in service quality is influenced by TQM. However, aspects of continuous improvement and responsiveness still need to be improved.

Management needs to strengthen the implementation of continuous improvement principles through regular evaluations and employee training. Employees are advised to improve the speed and accuracy of service to increase customer satisfaction. Future researchers are advised to add variables such as organizational culture or leadership to broaden the analysis of their influence on service quality.

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