


The Effect of Total Quality Management (TQM) on Customer Satisfaction at UD Fani Mabel Products

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received Aug 17, 2025 Revised Sep 05, 2025 Accepted Sep 30, 2025</p> <p>Keywords:</p> <p>Total Quality Management, Customer Satisfaction, Quality Improvement, Service Responsiveness, Panglong Industry</p>	<p>This study investigates the influence of Total Quality Management (TQM) on customer satisfaction at UD. Fani Mabel, a local panglong business in Nias. The research was motivated by persistent challenges, such as inconsistent product quality, delivery delays, and limited responsiveness to customer complaints, which highlight the suboptimal implementation of TQM principles. The objective of this study is to determine whether TQM significantly affects customer satisfaction and to measure the extent of its impact. A quantitative research method with an associative approach was employed, involving a population of 43 individuals consisting of employees and customers. Data collection was conducted through observation and questionnaires using a Likert scale. The data were analyzed using validity and reliability tests, simple linear regression, correlation coefficients, and hypothesis testing with SPSS version 26. The findings indicate that TQM dimensions customer focus, continuous improvement, and employee involvement have a positive and significant influence on customer satisfaction. This suggests that the better the application of TQM, the higher the satisfaction achieved by customers. The study concludes that enhancing consistency in product quality, standardizing production processes, and improving service responsiveness are crucial for achieving sustainable customer satisfaction at UD. Fani Mabel.</p> <p><i>This is an open access article under the CC BY-NC license.</i></p> 
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1. INTRODUCTION

In today's competitive business environment, product and service quality has become a central factor in ensuring business survival and fostering customer satisfaction. The building materials sector, including panglong businesses, faces increasing pressure from modern retail outlets and digital marketplaces. This situation makes customer satisfaction not only dependent on product price and availability but also on service quality, reliability, and the overall commitment to maintaining standards. Businesses that neglect quality improvement may quickly lose relevance in such a dynamic market (Sari, 2025).

Total Quality Management (TQM) has emerged as a comprehensive management approach that emphasizes holistic quality improvement across all organizational processes. TQM aims to increase operational efficiency, minimize waste, and ensure that products consistently meet customer expectations. Within the panglong industry, where customers demand reliability and durability, the adoption of TQM practices becomes even more critical to remain competitive. Previous studies have shown that companies implementing TQM enjoy better performance outcomes,

including enhanced product quality, improved services, and stronger customer loyalty (Kumar et al., 2022).

Empirical evidence from various sectors confirms the role of TQM in fostering competitiveness. For instance, research on PT. Dahana demonstrated that implementing TQM principles such as customer focus and continuous improvement significantly improved manufacturing outcomes. Similarly, studies in the hospitality industry have shown that the four pillars of TQM customer satisfaction, employee empowerment, continuous improvement, and fact-based management positively influence operational performance. These findings suggest that TQM is not limited to manufacturing but can be effectively applied across diverse industries (Rohman et al., 2023).

Despite its advantages, implementing TQM is not without challenges. Organizations often struggle with limited managerial commitment, resistance to change, inadequate training, and resource constraints. In smaller businesses such as UD. Fani Mabel, these barriers can be particularly difficult to overcome, given their limited financial and human resources. However, understanding these obstacles and developing strategies to mitigate them is essential for realizing the full benefits of TQM (Aprelyani, 2025).

Customer satisfaction remains a key determinant of business success. It is influenced not only by product quality but also by the holistic customer experience. Theories such as Customer Experience Management (CXM) emphasize emotional engagement, service consistency across channels, and personalized interactions. In the digital era, customers demand responsiveness and tailored experiences, making quality management strategies increasingly customer-centric (Ahmad et al., 2023). Moreover, technology-driven models like the Technology Acceptance and Satisfaction Model (TASM) highlight the importance of perceived ease of use, reliability, and usefulness in shaping customer satisfaction. Even in traditional industries such as building materials, integrating modern service practices and digital responsiveness can strengthen customer trust and loyalty. These perspectives broaden the scope of TQM by aligning it with evolving customer expectations (Nhat Vuong et al., 2023).

UD. Fani Mabel, established in 2020, operates as a panglong business serving local construction needs. Despite its growth, the company faces recurring issues, including inconsistent product quality, lack of standardized production processes, fluctuating customer satisfaction, delivery delays, and slow responsiveness to complaints. These challenges reflect gaps in quality management that threaten long-term competitiveness and customer retention. Inconsistent product quality is a particularly pressing issue, as defects such as cracks or size discrepancies undermine customer trust. Without strong quality control measures, businesses risk damaging their reputation and losing loyal customers (Wahdini Siregar et al., 2025). Similarly, the absence of standardized production processes leads to variability, inefficiency, and higher error rates, making it difficult to deliver consistent results. These shortcomings collectively diminish customer satisfaction and highlight the need for systematic quality management.

Customer satisfaction at UD. Fani Mabel has been found to fluctuate significantly. This inconsistency reflects varying experiences among customers, shaped by differences in product quality and service responsiveness. Such instability makes it difficult to build long-term loyalty and increases the risk of losing market share to competitors. Addressing this requires the adoption of TQM practices that prioritize continuous improvement and consistent service delivery (Halawa, Anggraini, et al., 2023).

From a strategic perspective, integrating TQM into UD. Fani Mabel's operations can help build a sustainable competitive advantage. By engaging employees in the quality improvement process, focusing on customer needs, and streamlining production standards, the company can position itself as a reliable and trusted provider in the building materials market. This transformation would not only increase customer satisfaction but also strengthen long-term business resilience. The role of human resources is central in implementing TQM successfully (Halawa, Sridadi, et al., 2023). Research indicates that motivation and organizational commitment are critical in sustaining quality initiatives. For UD. Fani Mabel, this means fostering a culture of quality where employees are empowered to contribute ideas, take responsibility for their roles, and actively engage in problem-

solving. Without employee involvement, quality initiatives risk becoming superficial and unsustainable (Ndruru et al., 2025).

Another essential aspect is building stronger distribution and logistics systems. Delays in product delivery have been a recurring complaint among customers, suggesting weaknesses in operational planning and resource allocation. By applying TQM principles to distribution, the company can improve timeliness, reduce errors, and enhance the overall service experience for customers. The integration of customer feedback into quality management is also vital. Listening to customer complaints and translating them into actionable improvements is a cornerstone of TQM. For UD. Fani Mabel, developing structured mechanisms for collecting and analyzing customer feedback can provide valuable insights into recurring issues and guide continuous improvement initiatives (Wahdini Siregar et al., 2025).

Ultimately, the success of UD. Fani Mabel depends on its ability to adapt to a changing business environment and meet rising customer expectations. By aligning its operations with TQM principles, the company can overcome its current challenges, stabilize customer satisfaction levels, and achieve long-term sustainability. Thus, this research seeks to empirically examine the influence of Total Quality Management on customer satisfaction at UD. Fani Mabel. By quantifying the relationship between TQM dimensions and customer satisfaction outcomes, the study aims to provide evidence-based recommendations for improving product consistency, service responsiveness, and overall customer experience.

2. RESEARCH METHOD

This study employed a quantitative research method with an associative approach, aiming to analyze the relationship between Total Quality Management (TQM) and customer satisfaction at UD. Fani Mabel. The research was designed to test the hypothesis that TQM has a significant influence on customer satisfaction. The choice of quantitative methods allows for statistical testing and objective measurement of the relationship between variables, ensuring the reliability of the findings (Maulidiah et al., 2023).

The population consisted of 43 individuals, including five employees and 38 customers of UD. Fani Mabel. Due to the relatively small size, a total sampling technique was used, where the entire population was taken as the research sample. Data were collected through observation and a structured questionnaire using a Likert scale, which measured respondents' perceptions of TQM practices and customer satisfaction indicators. The use of a Likert scale facilitated the quantification of attitudes, opinions, and perceptions (Kumar et al., 2022).

Data analysis was conducted using SPSS version 26. Several statistical techniques were employed, including validity and reliability testing to ensure the accuracy of the instruments, simple linear regression to analyze the effect of TQM on customer satisfaction, correlation coefficient to measure the strength of the relationship, and hypothesis testing using the t-test to confirm the significance of the findings (Ahmad et al., 2023). This comprehensive approach ensured that the research results were both valid and reliable, thereby providing strong empirical evidence for the role of TQM in enhancing customer satisfaction.

3. RESULTS AND DISCUSSIONS

The research findings indicate that the implementation of Total Quality Management (TQM) at UD. Fani Mabel has a significant effect on customer satisfaction. The statistical analysis through simple linear regression demonstrated that the independent variable, TQM, positively and significantly influences the dependent variable, customer satisfaction. The regression results revealed that improvements in TQM practices lead to higher satisfaction among customers, affirming the relevance of adopting quality-oriented strategies in the panglong industry (Sapu et al., 2023).

The results of the validity test confirmed that all questionnaire items used in this study were valid, with significance values below 0.05. This shows that the instrument was able to measure the constructs of TQM and customer satisfaction effectively. In addition, the reliability test results, indicated by Cronbach's Alpha values greater than 0.60, confirmed that the questionnaire was consistent and reliable. These outcomes ensured that the data collected were accurate and trustworthy for further analysis (Tari et al., 2023).

The correlation analysis revealed a strong positive relationship between TQM implementation and customer satisfaction. This finding suggests that when UD. Fani Mabel improves its focus on customers, ensures continuous improvement, and involves employees in operational processes, customers experience greater satisfaction. The strength of the correlation highlights the crucial role of TQM dimensions in shaping customer perceptions. The regression coefficient showed that TQM contributes significantly to changes in customer satisfaction levels. The coefficient of determination (R^2) indicated that a substantial proportion of the variation in customer satisfaction can be explained by TQM implementation (Permata et al., 2025). This means that improving TQM practices can directly increase the consistency and reliability of customer satisfaction outcomes.

The t-test results further reinforced the significance of the relationship between TQM and customer satisfaction. The calculated t-value was greater than the critical value, and the significance level was less than 0.05, leading to the rejection of the null hypothesis (H_0). This confirms that TQM implementation has a statistically significant influence on customer satisfaction at UD. Fani Mabel. Field observations revealed recurring issues faced by UD. Fani Mabel, such as inconsistent product quality, delivery delays, and lack of responsiveness to customer complaints (Duan et al., 2022). Despite these challenges, the research findings suggest that efforts to strengthen TQM practices can effectively address these weaknesses and enhance customer satisfaction. Customers who experienced improvements in service responsiveness and product reliability expressed higher levels of satisfaction, which aligns with the statistical outcomes.

Demographic analysis of respondents showed that satisfaction levels varied across age and gender groups, but overall, the majority reported positive responses when TQM practices were perceived as being implemented well. This indicates that customer satisfaction is not limited to a specific demographic but rather depends on consistent quality management practices across all customer segments (Prabhu & Srivastava, 2023). The results also revealed that among the TQM dimensions, customer focus was the most influential factor affecting satisfaction. Customers valued businesses that prioritized their needs, responded promptly to complaints, and offered reliable services. Continuous improvement and employee involvement also played important roles, though their effects were slightly less pronounced compared to customer focus.

In addition, the research highlighted that while TQM implementation had a positive effect overall, some gaps remained in standardizing production processes and delivery systems. These weaknesses occasionally led to fluctuations in satisfaction levels, suggesting that UD. Fani Mabel must adopt a more systematic and comprehensive approach to fully realize the benefits of TQM. Overall, the findings of this study confirmed the hypothesis that TQM significantly influences customer satisfaction. The results not only support existing theories on the relationship between quality management and customer outcomes but also provide practical insights for small businesses in the panglong industry (Mahazan, 2024). By committing to TQM principles, UD. Fani Mabel can create sustainable customer satisfaction and secure a stronger competitive position in the market.

Discussion

The findings of this research align with previous studies that emphasize the importance of TQM in enhancing customer satisfaction. Similar to studies conducted in the manufacturing and hospitality sectors, this study demonstrated that customer focus, continuous improvement, and employee involvement are fundamental drivers of satisfaction (Kuo et al., 2022). This reinforces the notion that TQM is a universal approach applicable across industries, including small-scale businesses such as UD. Fani Mabel.

One important implication of these findings is the need for UD. Fani Mabel to prioritize customer orientation. Customers in the building materials industry expect reliable products, timely delivery, and responsive service. By placing customers at the center of business operations, the company can build stronger trust and long-term loyalty. This supports the TQM principle that customer satisfaction is the ultimate measure of quality (Ahmad et al., 2023).

The strong correlation between TQM and customer satisfaction highlights the interdependence between internal processes and external outcomes. When employees are actively engaged in improving quality and management is committed to continuous improvement, customers perceive higher value in the services provided. This underscores the importance of fostering a culture

of quality within the organization. The regression analysis showed that TQM explained a significant portion of the variation in customer satisfaction. However, not all of the variation was accounted for, suggesting that other factors, such as market competition, pricing strategies, and technological adoption, may also influence satisfaction levels. Future research could integrate these variables to provide a more comprehensive model of customer satisfaction in panglong businesses (Pant et al., 2024).

The study also found that customer focus was the most dominant factor among the TQM dimensions. This finding resonates with contemporary theories such as Customer Experience Management (CXM), which emphasizes the emotional and experiential aspects of customer interactions. By enhancing responsiveness and personalizing services, UD. Fani Mabel can differentiate itself from competitors and strengthen customer loyalty. Continuous improvement, while significant, requires a long-term commitment (Pillai & Arumugan, 2023). The results suggest that UD. Fani Mabel has made progress but still faces challenges in standardizing production processes and minimizing defects. Establishing clear production standards and adopting systematic quality control procedures will help reduce inconsistencies and enhance customer satisfaction.

Employee involvement was also identified as an essential factor influencing satisfaction. Employees who are empowered to participate in decision-making and quality improvement initiatives are more motivated to deliver superior service (Pant et al., 2024). This finding aligns with studies showing that human resource commitment is critical to sustaining TQM practices. For UD. Fani Mabel, investing in employee training and fostering a quality-oriented culture will be vital steps forward.

The issue of delivery delays, as highlighted in the field observations, demonstrates the need to extend TQM principles to logistics and distribution systems. Timeliness is a key component of service quality, and failure to deliver products on time undermines customer trust. By applying process improvement techniques to distribution, the company can significantly enhance its overall performance. Responsiveness to complaints also emerged as a critical factor influencing satisfaction. Customers expect quick and effective solutions when problems arise (Details, 2025). Developing a structured complaint-handling system will not only resolve issues more efficiently but also demonstrate the company's commitment to customer care, thereby strengthening its reputation.

Comparing these findings with prior research, it becomes evident that the challenges faced by UD. Fani Mabel are not unique. Many small businesses encounter similar issues related to resource limitations and inconsistent quality. However, the positive and significant effect of TQM found in this study confirms that even small enterprises can benefit from adopting structured quality management practices. The theoretical implications of this study extend to the evolving role of TQM in the digital age. While the core principles remain relevant, integrating digital tools such as data analytics and online customer feedback platforms could enhance the effectiveness of TQM practices. For UD. Fani Mabel, exploring such technologies could improve responsiveness and decision-making processes.

From a managerial perspective, this study provides clear recommendations. First, the company must establish standard operating procedures for production to reduce inconsistencies. Second, it should develop a logistics plan to ensure timely deliveries. Third, it should invest in employee development programs to build skills and foster commitment to quality. Fourth, customer feedback should be systematically collected and analyzed to guide continuous improvements. The findings also highlight the broader societal benefits of TQM. By improving quality and customer satisfaction, businesses contribute to local economic growth and strengthen trust within the community. In the case of UD. Fani Mabel, successful TQM implementation could inspire other local businesses to adopt similar practices, thereby raising overall industry standards.

Despite its contributions, the study has limitations, particularly in its scope and sample size. With a sample of 43 respondents, the findings may not be generalizable to all panglong businesses. Future research with larger and more diverse samples could provide stronger external validity. Additionally, longitudinal studies could track the long-term effects of TQM implementation on customer satisfaction. In conclusion, this study confirms that Total Quality Management significantly influences customer satisfaction at UD. Fani Mabel. By focusing on customer needs, ensuring continuous improvement, and involving employees, the company can overcome its current

challenges and achieve sustainable competitive advantage (Budaya et al., 2024). The results emphasize that quality management is not merely a technical approach but a comprehensive strategy that requires commitment across all organizational levels.

4. CONCLUSION

This study concludes that the implementation of Total Quality Management (TQM) has a significant and positive influence on customer satisfaction at UD. Fani Mabel, where customer focus emerged as the most influential factor, supported by continuous improvement and employee involvement; thus, enhancing product quality consistency, standardizing production processes, and improving responsiveness to customer complaints are essential strategies for sustaining satisfaction and competitiveness, while recommendations include strengthening quality control systems, developing reliable logistics to ensure timely delivery, empowering employees through training and active participation, and systematically integrating customer feedback into decision-making, so that the company not only secures customer loyalty but also builds a sustainable competitive advantage in the panglong industry.

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