

# Does TQM affect the efficiency of the Indonesian food sector's production?

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**ABSTRACT** Globalisation facilitates the adaptation of economic policy in every country. Every destroyer must possess the capability to anticipate future positioning, and it is imperative that the data is adaptable to incorporate the required Kamilan data. A comprehensive quality management system, such as Total Quality Management (TQM), needs to be rationalized to ensure the production of superior products and services. Using a qualitative approach, this study examines the impact of Total Quality Management (TQM) on production efficiency in the food industry in Indonesia. The implementation of qualitative methodologies and the utilization of library resources for scientific article composition are currently incomplete. The Google Scholar literature section, or the section dedicated to related literature reviews from the past decade, explores the topic of library collections—The Google Scholar Database utilizes the Publish or Perish tool, which operates in English, is freely accessible, includes a bibliography with a minimum of 25 entries from reputable publications, and provides complete full-text PDFs. The specified keywords are "TQM" and "Cost efficiency," and there is a limitation on submitted applications between the timeframe of 2010 and 2018. These summarise prior outcomes or discoveries from the Sebi Sebi Results or Findings Law. Harzing authored or finished all scientific articles referenced in the data search. These delays hurt both the efficiency of manufacturing and the quality of the products, leading to increased prices. Total Quality Management (TQM) enhances cost efficiency in production, particularly in food production. This article will elucidate the utilization of Total Quality Management (TQM) by operational management to reduce the expenses associated with gift production.

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## 1. INTRODUCTION

Science and technology's rapid and exponential advancement has profoundly impacted the global economy and Indonesia. As a result, many companies and individuals have experienced substantial changes (Rahman et al., 2021; Sugiono et al., 2023; Wang, 2023). The expected alterations are intended to reduce economic distortions and improve overall efficiency. Company management must efficiently allocate resources and make strategic decisions to accomplish company objectives effectively (Alawag, 2023; Gaur, 2021; Sungkawati et al., 2024a). Globalization is an intrinsic and influential factor that necessitates governments to modify their economic strategies. For effective decision-making, any company must be able to anticipate its future direction. To facilitate this process, the information provided should be flexible to adapt and present relevant facts (Alzoubi, 2022; Cottman, 2020; Yuniwati, Novitasari, et al., 2023).

Empirical research suggests that many firms currently display complacency and neglect to foresee their future direction by ignoring customer satisfaction (Yuniwati, Prasetya, et al., 2023). Companies might prioritize the quality of their products or services to improve their understanding of client needs and expectations (Hendarto, 2022; Hermawati et al., 2022). This technique allows firms to create products and services that match client preferences, enhancing customer satisfaction (Lestari et al., 2023; Mujahidin et al.,

2023; Nisa et al., 2023). An effective approach to accomplishing this objective is to provide support to businesses in the area of quality management. The need to implement a complete quality management system, such as TQM (Antunes, 2020; Kusumawati, 2020), is emphasized by the goal of providing exceptional products and services (Cook, 2021; Wijoyo, 2021). One must attain the ideal equilibrium between cost-effectiveness and producing superior products or services (Kurniawan et al., 2023; Purwasih & Dewi, 2023; Sudiantini, Priatna, et al., 2023). TQM is a foundational framework for effectively managing quality and provides an alternative method to ensure customer satisfaction. TQM offers a structured framework and methodologies for effectively managing quality, guaranteeing a consistent and comprehensive approach to addressing quality aspects across the entire operation (Hussain, 2023; Yu, 2020).

Long-term environmental preservation can be achieved by using TQM. This holistic approach integrates all organizational activities and processes to constantly improve the quality of goods and services (Handayani et al., 2023; Wibowo et al., 2023; Zain et al., 2023). This ultimately results in customer satisfaction (Banna, 2018; Souza, 2022). This management concept presents an innovative strategy emphasizing customer satisfaction, innovation, and continuous service quality improvement (Samsinar, 2021).

However, the goal of improving and increasing productivity requires the implementation of strategies that minimize production expenses as much as feasible.

The primary goal of Total Quality Management (TQM) is to continuously improve the quality of products or services to increase business profits (Khan, 2003). Implementing Total Quality Management (TQM) in the food sector effectively tackles the difficulties posed by globalization and increasing competition from regional and worldwide corporations. This entails augmenting the competencies and proficiencies of employees and management to enhance production processes and attain maximum and enduring productivity.

Total Quality Management (TQM) implementation may have been enhanced due to management's shortcomings (Febrian et al., 2023; Giovani et al., 2023; Kusnawan et al., 2023). Furthermore, implementing Total Quality Management (TQM) in Indonesia is impeded by various causes, including verification, reduced employee motivation, protocols, labor strikes, significant staff attrition, and absenteeism (Fapohunda & Tinuke, 2012). Indonesia requires higher education, skills, and understanding of quality management and establishing a quality work culture. Furthermore, as a result of improved quality, there is a significant reduction in direct labor costs. According to Ulfah (Rifai & Anton Eko Yulianto, 2022), this update aims to reduce product development time by 30% to 70%, cut time to market by 90%, and improve quality by 200% to 600%. According to the National Institute of Standards and Technology, quality-by-design approaches can reduce engineering modifications by 65% to 90%.

The need to provide standardization or clarity of the quality system employed by small and medium enterprises, specifically micro, small, and medium enterprises (MSMEs) functioning in the food industry, often presents a difficulty in upholding their quality management system (Karunia et al., 2023; Saputri et al., 2023). Small and medium-sized firms, especially those in the food industry, face a major challenge when they operate exclusively inside a single region or even just metropolitan areas within a country (Hernawan et al., 2014). Undoubtedly, these firms can produce high-quality items with great efficiency.

The main obstacles small businesses face involve manufacturing inferior and uniform goods. These organizations depend only on a product they consider exceptional, leading to a demand for greater diversity and other choices. Moreover, their market is constrained, as it solely consists of local businesses that sell their products near the enterprise. The lack of effort to expand into new regions or bigger markets poses a challenge in gaining market share

and growing the market. Company. A systematic approach to quality, effectiveness, and efficiency in implementing Total Quality Management (TQM) in the production system contributes to its failure. This is seen in the inability to effectively save time and expenses, minimize product flaws, and resolve unforeseen cost issues. The selling price and competitiveness of the product in the market will ultimately be set by Ulfah, as stated in Suwarno et al. (2017).

The study conducted by Samsinar (2021) delves into the notion of Total Quality Management (TQM) and its influence on bolstering organizational competitiveness. The study centers on the continuous advancement of many elements, encompassing items, services, personnel, procedures, and the environment. The survey by Novrianto et al. (2014) seeks to improve manufacturing processes through continuous advancement. The study conducted by Rifai and Anton Eko Yulianto (2022) aims to create a favorable work environment that allows employees to constantly produce perfect products or services (zero-defect) and implement corrective actions for future enhancements. The concept of quality is further expanded by implementing a comprehensive strategy (Hidayatullah et al., 2023; Tricahyono et al., 2023).

However, a study investigating the relationship between Total Quality Management (TQM) and production efficiency thoroughly examines the effects of implementing TQM on production efficiency in the Indonesian food industry. This study focuses specifically on small businesses still implementing operational management practices. The study was performed by scrutinizing pertinent sources from various electronic platforms; moreover, the printing process has yet to be executed. This study aims to Consider these circumstances; it is imperative to completely change the company's perspective as managing a firm with Total Quality Management (TQM) fundamentally differs from the traditional approach (Irsutami, 2015). In Torive, grow, and outperform other industries, small firms strive to get competitive advantages by optimizing cost efficiency in their manufacturing processes (Sungkawati, Solehudin et al., 2023; Yulianeta et al., 2024). Directing focus towards quality will benefit businesses in two separate ways: decreasing production expenses and boosting revenue, a topic of considerable importance for examination

## 2. METHOD

This research is qualitative in the form of a literature study or Library Research with the 7E technique (R. et al., 2022), as seen in Figure 1.



Figure 1. SLR Method using 7P Technique

Figure 1 illustrates the step-by-step procedure of the 7P approach in a Systematic Literature Review (SLR). The term "P1" refers to the stage of formulation. The formulation is to establish the precise research inquiries to be undertaken. The next stage is called "P2", commonly known as Search. Searching entails actively seeking solutions from the literature, specifically emphasizing step "P1". In the third phase, precise criteria are established. The determination of "P3" relies on utilizing inclusion and exclusion criteria. Step "P4" involves identifying and selecting pertinent resources, whereas step "P5", known as data presentation, focuses on presenting the gathered data. Step "P6" involves the processing and analysis of data, whereas Step "P7" is specifically dedicated to concluding the information that has been processed.

Initially (P1), the inquiry centers on persons using vlog media for instructional intentions. (Q1) What are the benefits of utilization? Deeper analysis of Implementing Total Quality Management (TQM) Effect on Production Efficiency in the Food Industry in Indonesia Question 2/Q1: What are the adverse consequences or hindrances to utilization? Deeper analysis of the Effect of Total Implementation Quality Management (TQM) on Production Efficiency in the Food Industry in Indonesia? (Question 3/Question 1). Subsequently, a comprehensive literature search (P2) was conducted on the Google Scholar database utilizing the Publish or Perish tool. The designated keywords are "TQM" and "Cost efficiency," with restrictions on submissions submitted between 2010 and 2018 (Santoso et al., 2021; H. Solehudin, 2023).

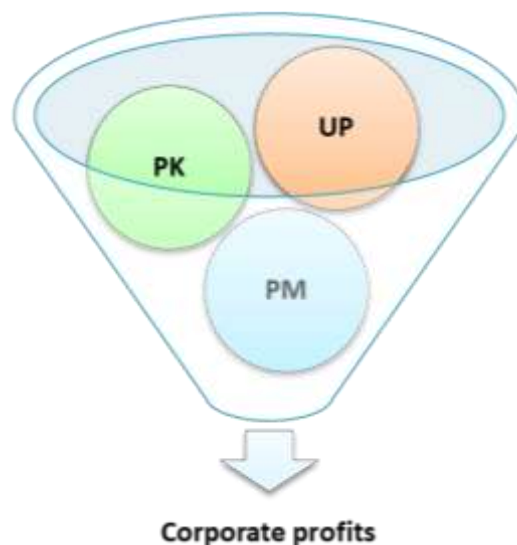


Figure 3 illustrates that the primary benefit is PK. PK, or Process Knowledge, is a quality method utilized in Total Quality Management to cultivate quality concepts. The second aspect is focused on prevention efforts (UP). Prevention efforts ensure that during the whole product development and manufacturing process, a high-quality product is produced without any flaws (zero faults), resulting in cost reduction for the organization. The third category is PM Waste and Produce. TQM's primary benefit in product efficiency lies in its ability to minimize waste and optimize the production process, leading to enhanced profitability for the organization. The organizational culture must be transformed to ensure that every individual and every procedure fully integrates TQM principles (Eriyanti et al., 2022). The organization implemented small groups to comprehensively analyze quality, address consumer preferences, and evaluate progress and quality. Every group is accountable for attaining its objectives in alignment with the broader organizational objectives. Every firm member may effectively fulfill their assigned obligations by incorporating TQM as an integral part

### 3. RESULT AND DISCUSSION

#### 3.1. definition of Total Quality Management (TQM) as an enhancement to the traditional way of doing business

(Khan, 2003) defines Total Quality Management (TQM) as an improvement to conventional business methods. Ross (1995) explains the concept of Total Quality Management, as discussed by Fapohunda and Tinuke (2012). TTQM refers to the comprehensive integration of all organizational departments and processes to continuously enhance the quality of goods and services. TQM is a business methodology to optimize corporate competitiveness by continually improving products, services, individuals, processes, and the environment (Cholily, 2011; In'am, 2020). Assert that Total Quality Management is essential for achieving a flawless manufacturing process through continuous improvement (Darmayanti et al., 2023). Both assert that TQM is a business technique to enhance an organization's competitiveness by consistently improving its goods (S. et al. et al., 2021), services (In'am, 2009), workforce, processes, and environmental practices. The theory of Total Quality Management (TQM) revolves around fostering an environment wherein employees are empowered to consistently deliver flawless products or services (zero-defect) and rectify errors in subsequent endeavors.

The benefits of firms adopting overall quality management (Pratama & Maghfiroh, 2016) are illustrated in Figure 3.

of the organizational culture. This enables the company to monitor operational activities closely, promptly address any faults that may arise, and ensure business continuity in the face of global competition.

#### 3.2. Company Performance in Total Quality Management (TQM)

A company's management system, which measures staff performance to enhance performance, determines product quality (Putriama et al., 2013). Performance evaluations reveal results. According to Chairman & Lestari (2011), firm performance evaluation is a system that assigns values to working conditions and capabilities. The TQM strategy involves and empowers employees. TQM emphasizes empowerment and participation. Allowing everyone to participate in, consider, and follow up on a problem empowers employees to make better decisions, plans, and changes. Dinata and Purnawati (2021) found that employee engagement characteristics boost firm performance. They are increasing employee involvement by allowing employees to delegate and be involved, building trust in management and

employees, respecting employees' abilities, maintaining credibility with awards, and improving the work environment.

Consumer demands and wants are considered, which does not boost business revenue. Implementing TQM simultaneously requires special attention to other metrics. Putri et al. (2017) state that customer focus, involvement and empowerment, education and training, continuous improvement, and leadership significantly impact managerial performance. Previous research (Suartina et al., 2019) showed that all aspects of TQM, including customer attention, positively and significantly affected staff productivity and corporate performance at PT—tomorrow's Antiques Indonesia. Business success depends on employees. The questionnaire showed that all MSMEs involve employees in every production phase. Business development focusing on one issue is insufficient (Budiarti & Darmayanti, 2020; N. Nursaid, 2020; N. et al. P. Nursaid et al., 2021). TQM requires other indicators to meet targets. Employee involvement inspires work but does not directly boost business. The partial T hypothesis test shows that MSME performance is unaffected by employee involvement.

Businesses need continuous improvement. Regular innovation planning is needed for firm growth and competitiveness. Studies show that partial and simultaneous continual improvement greatly impacts MSMEs' performance. According to (Kotler & Keller, 2012), constant improvement or innovation can boost business growth. Innovation implies adjusting to changing circumstances and consumer tastes. Suartina et al. (2019) found that all aspects of TQM, including continuous improvement, boosts firm performance through employee productivity. Product efficiency affects TQM productivity.

### **3.3. Definition of Product Efficiency in Total Quality Management (TQM)**

The definition of product efficiency in TQM refers to the degree to which a product can perform its intended function with little waste of resources.

As per Minister of Home Affairs Decree Number 13 of 2006, efficiency means achieving the highest possible output with a given set of inputs or accomplishing specific outcomes with the least input. Efficiency, as defined by The Big Indonesian Dictionary, refers to the capacity to perform activities effectively and accurately while minimizing the use of time, energy, and resources. Efficiency can be defined as a company's capacity to achieve specific outcomes by utilizing the minimum amount of input to generate output. It also refers to the ability to execute a task successfully. Production is creating commodities and services (Bausir et al., 2023). Production is commonly linked to factories, machinery, and assembly lines because the techniques and procedures employed in production management were originally developed to operate factories and similar activities (Yuniwati et al., 2024). Production encompasses all the actions in creating or enhancing an object to satisfy others through exchange. Production, as defined, is the process by which inputs are transformed into outputs in the form of commodities or services (Sungkawati et al., 2024b). That production refers to the monetary expenditure incurred in acquiring various inputs, equivalent to the recorded outgoing monetary amount in accounting.

Production factors are synonymous with inputs, while the production quantity is commonly called output. A production function is commonly employed in economics to delineate the correlation between input and output. The production function illustrates the inherent connection between production factors and the quantity of output generated. In order to evaluate the efficiency of production

costs, it will specifically encompass three elements: efficiency in raw material costs, efficiency in direct labor expenses, and efficiency in factory overhead costs. Various experts, including (N. Nursaid et al., 2024), have provided multiple definitions of manufacturing costs. "Production cost efficiency refers to the comparison between the planned production costs (input) and the actual production costs (output)." Efficiently managing costs, particularly production costs, is vital for the company to maximize earnings. Production cost efficiency refers to evaluating input and output in a production process. It examines the costs of input resources utilized during production and the output obtained from the production process (Sekaryanti et al., 2022; Yuniwati, Darmayanti, et al., 2023). The calculation of production efficiency cost can be achieved by utilizing system cost standards, which involve comparing actual costs with standard costs or other cost benchmarks. (Khalaf & Hamad, 2023) Propose that production cost efficiency can be determined by quantitatively measuring the ratio between input and output. This measurement can be used to assess efficiency based on system cost standards.

### **3.4. The Impact of Implementing Total Quality Management (TQM) on Production Efficiency**

There exist multiple prior research findings about the impact of price establishment on consumer buying capacity, which include:

The study conducted by Meyliana (2012) demonstrates that implementing TTQM at PT BINTANG ALAM SEMESTA benefits the company's performance measurement system. This includes enhancing the product development process and improving production cost efficiency by aligning product development with market demands, thereby creating additional value for the company. Moreover, the company effectively reduced costs and achieved production cost efficiency in 2009 by implementing control, supervision, corrective action, preventive action, and quality product enhancements. The study by Sudiantini et al. (2023) and research conducted at CV Daeng Kuliner Makassar demonstrate that adopting Total Quality Management positively correlates with improved production cost efficiency. This is a strong correlation between the application of Total Quality Management and the efficiency of production costs. (Yuniwati, Novitasari, et al., 2023) Describe the application of Total Quality Management at PT. Total Quality Management, consisting of ten key components, has the potential to enhance profitability by improving operational cost-effectiveness. Before implementing TQM, the company's production cost efficiency was -9.57% (Hendarto et al., 2024). However, after implementing TQM, the production cost efficiency increased to 14.55%, resulting in a 24.15% improvement in efficiency. According to the findings (Irsutami, 2015), the research indicates that the six TQM components, namely customer focus, obsession with quality, teamwork, level improvement, education and training, and empowerment, do not impact partial quality costs in manufacturing companies in Batam. The six components of TQM utilized as variables in the research (Dahlani et al., 2024), namely customer focus, quality obsession, teamwork, continuous improvement, education and training, and empowerment, do not simultaneously impact quality expenses. The modified R<sup>2</sup> value of 0.005, equivalent to 0.5%, suggests a very low level of quality cost efficiency. This can be attributed to the emphasis on customer satisfaction, strong commitment to quality, collaborative teamwork, enhanced relationships, continuous education and training, empowerment, and ongoing development.

It occurred immediately after, according to a study by (Haanurat et al., 2024; N. Hasanah et al., 2022) at PT. Presindo Central, the implementation of TQM in performance measurement systems impacts the efficiency of production



costs. The study found that as the quality costs of the products increase, it negatively affects the efficiency of production costs. Presindo Central decreased the quantity of faulty items by 6.9%, thereby mitigating the impact of defective products on the overall quality of the manufactured goods. While the company has demonstrated its ability to manufacture high-quality products, it is imperative to optimize manufacturing costs to minimize inefficiencies in the production process. Raising the cost of product quality will impact manufacturing cost efficiency. According to (N. Nursaid et al., 2023), TQM benefits the performance of MSMEs. Entrepreneurial orientation positively impacts TQM. TQM serves as an intermediary factor in mediating the connection between the independent variable of entrepreneurial orientation and the dependent variable of performance in micro, small, and medium enterprises (MSMEs). (Awad et al., 2023) posits that the findings from the preceding section can be construed as follows: TQM has a substantial and positive impact on company performance; quality costs also have a significant and positive influence on company performance; and there exists a positive and significant correlation between total quality management (Hendarto et al., 2023; Utomo et al., 2023). According to research, Total Quality Management was effectively implemented through collaboration between employees and management. The reference is from the study conducted by Hernawan et al. in 2014. The reward system variable is an independent variable with the least impact on managerial performance. Suggests implementing the reward system at PT. Taspen (Persero) Semarang Main Branch Office will enable future researchers to conduct similar studies on subjects with a broader scope, such as examining managerial performance in regional companies or other regional-owned enterprises (BUMN). Furthermore, according to (Jothr et al., 2023), TQM has an impact on employee performance, indicating that there is no substantial correlation between TQM (X1) and employee performance (Y). The influence of organizational culture on employee performance is characterized by a significant correlation between organizational culture (X2) and employee performance (Y).

In today's fiercely competitive period, the proliferation of enterprises in the food sector necessitates that organizations possess the ability to compete effectively. One of them is managing corporate operations with efficiency and effectiveness. Costs play a crucial role in facilitating business operations and achieving organizational objectives in any firm. The costs have been accurately assessed to achieve cost efficiency. To enhance cost efficiency, it is imperative to curtail production costs, which constitute significant expenses enterprises bear during manufacturing. Production based on future predictions in traditional systems carries a higher risk of loss than production driven by real demand, primarily due to overproduction (Yulianti, 2013). The commercial manufacturing system is highly efficient as it operates on a made-to-order basis, minimizing the risk of potential losses for the company. The ultimate objective in managing time is not to reduce inventory levels to zero but to minimize inventories to achieve lower levels (Aryaseta et al., 2023; Pandia et al., 2022). TQM is a Methodical Approach Organizations use to ensure high-quality standards in their products and services (Dullah et al., 2024), focusing on meeting the needs and expectations of consumers and markets. Gaspersz (2010) argues that organizations can improve managerial efficiency, overall quality, and performance by enhancing creative quality and addressing issues through fact-based analysis and problem-solving.

The procurement or provision of raw materials for the production process is unpredictable due to factors such as excessive storage of raw materials (Sungkawati, Usmiyatun, et al., 2023), fluctuating production demand, and uncertainty in information, such as incorrect order quantities and excessive costs incurred from purchasing raw materials without potential buyers for spoilage or excessive production.

Simultaneously, firms demand high quality, cost reduction, and the elimination of waste related to the storage or supply of raw materials. Hence, organizations that endure in the commercial milieu can manufacture superior items, minimize inventory expenses, and adjust production levels per consumer demand. The fierce competition among all business units inside the organization demonstrates their ability to achieve cost savings in production and inventories. Furthermore, they have managed to survive and effectively carry out their manufacturing operations thus far.

#### 4. CONCLUSION

The implementation of TQM has a positive impact on the efficiency of production costs, particularly in the food manufacturing industry. Applying TQM in operational management can lead to developing high-quality products and enable organizations to minimize production costs by eliminating wasteful practices. The increase in manufacturing expenses due to improving the quality of the products will impact production efficiency. The author argues that it is important to enhance the adoption of TQM in the organization to regulate manufacturing activities. The procurement or provision of raw materials for the production process is unpredictable due to excessive storage of raw materials, fluctuating production demand, and uncertainty in information, such as incorrect order quantities. Additionally, additional costs may be incurred from excess purchases of raw materials due to the absence of potential buyers for spoilage and excessive production of a particular material. Simultaneously, firms demand high quality, cost reduction, and elimination of waste related to the storage or supply of raw materials.

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