

The Impact of Operational Performance and TQM of Jayamas Abadi on Customer Satisfaction during March - August 2023

Kevina Deanalda Danuhardja^a, Nasya Azalia Givana^a, Subandi^a, Tambor Harkingto Pangaribuan^a

^aFaculty of Management and Business, Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia

Corresponding author: nasyaazaliagivana@gmail.com

Abstract: PT Jayamas Abadi is one of the companies engaged in transportation services, with its target "Zero Complain" This company strives to fulfil customer wants and needs. To achieve its target, the company tries to identify every problem that occurs to produce quality services that can achieve customer satisfaction. This study aims to discuss the problems that occur in the company's operational performance and Total Quality Management (TQM) and to find the influence of these two variables on achieving customer satisfaction. The research method used is descriptive analysis with a quantitative approach using a questionnaire with the SPSS 29 technique given to customers of the company. Based on the results of this research , it can be concluded that there is a positive and significant effect of operational performance and Total Quality Management on customer satisfaction.

Keywords: *Operational Performance, Total Quality Management (TQM), Customer Satisfaction, Service Satisfaction, Transportation Services*

1. Introduction

Various new goods, commodities, and amenities that offer a plethora of benefits and uniqueness in meeting consumer demands have emerged as a result of economic growth. When a company can meet the needs of its customers, it can help to increase sales and build customer trust, which is an significant factor in supporting long-term relationships between customers and companies. The objective of every business is the same, which is to attract customer interest and achieve customer satisfaction, leading to competition between companies that results in increasingly fierce competition in pursuit of both effectiveness and efficiency. Goods, products, and services produced by each company must undoubtedly have good quality because one way to win the market is for a company to create products that are better than those of its competitors.

PT. Jayamas Abadi's Bekasi branch is a transport services company that began operating in 1999, providing intra-city deliveries. It then expanded to service inter-city routes in JABODETABEK, Sumatra, Kalimantan, and several other destinations in eastern Indonesia. The company provides logistics services, including rental and land shipping of cargo via trailers, CDE, CDD, FUSO, and others, as well as export and import services by sea and air. Their goal is to achieve "Zero Complaints". Over time, Jayamas Abadi has progressed in its operations. Jayamas Abadi has over 15 years of experience in the land transportation industry and boasts solid and experienced employees. Jayamas Abadi strives to identify and address customer issues and needs, aiming to continually improve the quality of services provided to establish a sustainable relationship between the company and its valued customers. Therefore, evaluating a company's operational performance is essential to gauge its ability to meet the needs and desires of customers.

In essence, the high or low operational performance has a positive or negative impact on the Company. Jayamas Abadi is committed to maintaining customer satisfaction by achieving optimal operational performance levels, enabling the company to achieve its goals. Operational performance is the main asset for the Company to survive in the increasingly

intense situation amidst fierce competition. Based on the initial interview with Jayamas Abadi, it emerged that there are several operational performance issues causing delays in delivering goods to customers. Some of the identified issues include vehicle damage while delivering goods, resulting in delayed delivery, and congestion during container loading onto lorries. Late deliveries were caused by traffic congestion, resulting in the company's inability to maintain timely delivery.

Companies require a sound management system to influence operational performance, such as Total Quality Management (TQM). The application of TQM directs a company to prioritize customer satisfaction and continuous improvement. Therefore, when TQM is effectively implemented, optimal operational performance of the business can be achieved. Implementing a TQM operational performance system can solve Jayamas Abadi's problems. Several recurring issues have been observed, including employee conflicts leading to an uncomfortable work environment and hampering employee work quality. There have been complaints from customers regarding the professionalism of drivers, employee negligence during working hours, and discrepancies between the price and quality of ordered spare parts.

This research article will examine the impact of operational performance and the Total Quality Management system on the transport service company PT. Jayamas Abadi's Bekasi branch during the period from March to August 2023 will be the object of study for this research. This study aims to identify the issues arising within the company. Jayamas Abadi's Bekasi branch is dedicated to resolving its issues, enabling the company to achieve customer satisfaction at the manufacturing level and improve the management system.

Literature Review

Good quality service can be said to be provided when information regarding the delivery time is communicated effectively to the customer, punctuality is maintained during delivery, and the safety of the goods delivered by the service provider is guaranteed. By providing good service, customers will feel more satisfied with the services offered by the company (Zikri & Harahap, 2022). PT Jayamas Abadi with its target of "Zero Complaints" has been very concerned that these factors are well met, although sometimes there are still some problems related to this. By evaluating operational performance and the Total Quality Management (TQM) system in the company, the company hopes that these problems can be overcome, so as to increase competitiveness and success in its business.

Hypothesis

Operational Performance – Customer Satisfaction

Achieving good performance requires effective operational performance in the use of company resources to achieve company goals (Hardiana & Setiawan, 2021). Operational performance can be defined as a company's strategic plan to enhance competitive advantage that can be measured through the quality of service provided, as well as the speed and timeliness of deliveries (Danastry et al., 2018). Operational performance will improve if we prioritize the quality of the products or services we manage or market (Naufal, 2018). Every company naturally pays close attention to its operational performance, as it represents the achievement of a company. In Jayamas Abadi, operational performance can be measured through indicators such as productivity level, quality of service delivery, and timeliness of delivery (Amaruddin et al., 2022). For a company, it is of vital importance to pay attention to every indicator to achieve customer satisfaction. If customers are satisfied with the quality of the service provided by the company, the product or service will be well-positioned in the market (Rizal et al., 2020). In this study, the Operational Performance variable can improve service quality, fulfill changes in customer desires, and ensure timely delivery to achieve

customer satisfaction (S. Haris & Tanpubolon, 2022). According to previous research in Natsir (2015) in his journal entitled "The Effect of Operational Performance on Consumer Satisfaction (Case Study of Chicken Slaughterhouse PT. Ciomas Adisatwa, Tbk)," it was stated that there was an influence between the variables of operational performance on customer satisfaction at RPA PT. Ciomas both simultaneously and partially.

Total Quality Management (TQM) – Customer Satisfaction

Total Quality Management (TQM) is a methodology that plays a crucial role in a company's management system for the improvement of customer satisfaction. Improving the quality of management in a company has an indirect positive impact on the performance of employees in terms of customer satisfaction (Ayu Purwati et al., 2020). Total Quality Management (TQM) has several indicators for its implementation, including leadership, people management, customer focus, and process management (S. Haris & Tanpubolon, 2022). Ensuring that these facets are optimally implemented is crucial to achieving TQM success. Furthermore, adopting these principles can lead to increased customer and employee satisfaction and loyalty (Surveyandini & Achadi, 2021). There are several advantages to implementing TQM at Jayamas Abadi, such as enhancing overall quality within the company, ultimately leading to increased revenue or profits. The continuous improvement of quality will also boost company performance and cultivate a positive reputation, resulting in customer satisfaction (Efendi P, 2018). According to previous research in Sukardi (2016) in the title of his research "The Effect of Total Quality Management (TQM) on Satisfaction at Matahari Department Store at Plaza Mulia Samarinda", the results say that TQM has a significant influence on customer satisfaction at Matahari Department Store.

Operational Performance and TQM - Customer Satisfaction

In a company, customer satisfaction is one of the essential goals in business activities. The goal of a business is to create and retain customers. (Pasonggo, 2021) Customer satisfaction is closely related to efforts to create value for customers so that it has a positive impact on the company. For example, the company can establish harmonious relationships with its customers, form a strong basis for customer satisfaction, and generate positive recommendations that benefit the company (Rio Sasongko & Penulis, 2021). Basically, when choosing a particular service or product, customers are always selective in terms of comparing their expectations of the service or product against other companies. (Subandi, 2021). According to (Dewa Bayu C, 2020) Customer satisfaction is achieved by providing maximum service and support. High-quality service will increase customer satisfaction. The higher the quality provided, the greater the customer's satisfaction. If customers are satisfied with the services they receive, then they automatically become loyal to the company. This means that in PT Jayamas Abadi, customer satisfaction certainly plays a crucial role in determining whether customers will reuse the services offered or whether they will leave a negative impression and decide not to reuse the services offered. According to the book Marketing & Customer Satisfaction, there are several indicators of customer satisfaction, namely conformity with expectations, reuse of services, and willingness to recommend. Satisfied customers are loyal to the company, do not care too much about the price if they have placed their trust in the company, and give favorable comments about the company (Rohaeni H, 2018). TQM variables can continuously improve quality, avoid many defects, reduce losses between customers, suppliers, and employees. This is expected to result in a positive impact on operational performance. (S. Haris & Tanpubolon, 2022). With good operational performance, it can improve service quality, meet changes in customer demands, and have precise delivery times to achieve customer satisfaction. In accordance with the results of previous research in

Mononimbar (2013) it is said that there is a significant influence between Total Quality Management (TQM), service performance, and customer satisfaction.

HYPOTESIS

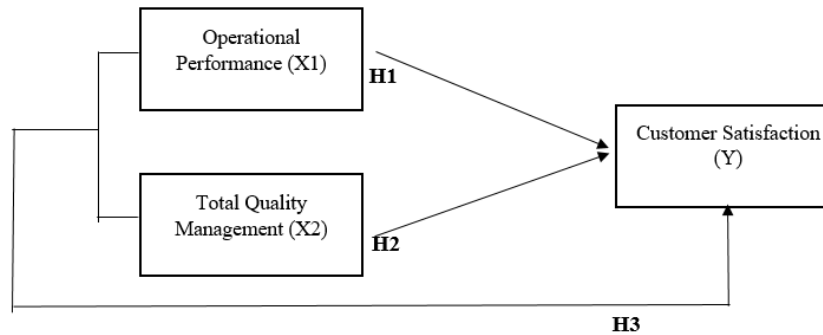


Figure 1. Conceptual Framework

H1: There is an effect of operational performance on customer satisfaction

H2: There is an effect of total quality management on customer satisfaction

H3: There is an effect of operational performance and Total Quality Management on customer satisfaction

Research Method

The research took place at Jayamas Abadi branch in Bekasi, and the data collection period was March-August 2023. Data was collected through the distribution of questionnaires using purposive sampling. The population taken uses the number of customers during the six-month period from March - August with less than 30, so it using a saturated sampling technique where all members of the population are used as samples. The data collected in this study is primary data. The primary data source was derived from a customer questionnaire conducted by PT. Jayamas Abadi. The research objective is to examine the effect of operational performance (X1) and Total Quality Management (TQM) (X2) variables on customer satisfaction (Y). The data analysis technique used to test data validity in research is the multiple linear regression analysis technique, which is an equation method that explains the relationship between the non-response variable (Y) and two or more independent/predictor variables (X1, X2,...Xn). (Sinaga et al., 2022). The experiments were conducted utilizing the SPSS 29 analytical instrument, an indispensable component of the analysis process suite that confers data accessibility. The tool can assimilate various types of data or procure data directly into SPSS. (Miftahul Janna & Pembimbing, 2021)

Discussion and Result

Instrument Test Result

1. Validity Test

Table 1. Validity Test Analysis Results

Questionnaire	r Calculate	r Table	Information
Item X1.1	0,884	0,388	Valid
Item X1.2	0,836	0,388	Valid
Item X1.3	0,882	0,388	Valid
Item X1.4	0,865	0,388	Valid
Item X1.5	0,857	0,388	Valid
Item X1.6	0,851	0,388	Valid
Item X1.7	0,870	0,388	Valid
Item X1.8	0,860	0,388	Valid
Item X2.1	0,848	0,388	Valid
Item X2.2	0,846	0,388	Valid
Item X2.3	0,853	0,388	Valid
Item X2.4	0,833	0,388	Valid
Item X2.5	0,802	0,388	Valid
Item X2.6	0,841	0,388	Valid
Item Y1	0,878	0,388	Valid
Item Y2	0,903	0,388	Valid
Item Y3	0,882	0,388	Valid
Item Y4	0,897	0,388	Valid
Item Y5	0,907	0,388	Valid

Based on the results of the instrument validity test, it can be concluded that all statement items used in the study are valid because, in the validity test criteria, H_0 is accepted if $r \text{ count} > r \text{ table}$ (valid) and H_0 is rejected if $r \text{ count} < r \text{ table}$ (invalid) (Miftahul Janna & Pembimbing, 2021). The value of the $r \text{ table}$ in the 26th N sample is 0.388, which means that $r \text{ count} > r \text{ table}$. Therefore, each variable of operational performance (X1), total quality management (X2), and customer satisfaction (Y) is suitable for the next stage.

2. Reliability Test

Table 2. Reliability Test Analysis Results

No	Variable	Reliability	Alpha	Information
1	Operational Performance (X1)	0,951	0,6	Reliable
2	Total Quality Management (X2)	0,912	0,6	Reliable
3	Customer Satisfaction (Y)	0,936	0,6	Reliable

Based on the above instrument test results, it can be concluded that all items for each variable, namely Operational Performance (X1), Total Quality Management (X2), and Customer Satisfaction (Y) in this study are reliable. This is evidenced by the fact that Cronbach's alpha value of all variables has a good value which is above 0.6. Therefore, it can be interpreted that all values in this research variable are good and acceptable. This can also be seen from the results of the reliability statistics, which show that Cronbach's alpha value for all variables is above the good level. (Subandi, 2021)

Determination Coefficient (R²)

Table 3. Results of Analysis of the Coefficient of Determination of Variable X1 on Y

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.831 ^a	.691	.678	1.91923

a. Predictors: (Constant), Operational Performance

b. Dependent Variable: Customer Satisfaction

Based on the results of the determination coefficient analysis above, there is an R squared of 0.691, which can be interpreted as operational performance (X1) having an influence of 69.1% on customer satisfaction (Y). Meanwhile, the operational performance variable of 30.9% is not the only element that can increase customer satisfaction. (Afra Nabila & Rahmi, 2023)

Table 4. Results of Analysis of the Coefficient of Determination of Variable X2 on Y

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.823 ^a	.677	.664	1.96214

a. Predictors: (Constant), Total Quality Management

b. Dependent Variable: Customer Satisfaction

Based on the results of the coefficient of determination analysis, indicated by an R square of 0.677, it shows that Total Quality Management (X2) has an influence of 67.7% on customer satisfaction (Y). This research demonstrates that other factors, amounting to 32.3%, may play a role in improving customer satisfaction. (Afra Nabila & Rahmi, 2023)

Table 5. Results of Analysis of the Coefficient of Determination of Variable X1 and X2 on Y

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.860 ^a	.740	.718	1.79836

a. Predictors: (Constant), Operational Performance, Total Quality Management

b. Dependent Variable: Customer Satisfaction

Based on the analysis results above, the R Square value is 0.740 which means that customer satisfaction (Y) is influenced by Operational Performance (X1) and Total Quality Management (X2) by 74%. This indicates that other factors can increase the customer satisfaction variable (Y) by 26%. (Afra Nabila & Rahmi, 2023)

Analysis Of Correlation Coefficient**Table 6. Coefficient Correlation Test of Variable X1 on Y**

		Operational Performance	Customer Satisfaction
Operational Performance	Pearson Correlation	1	.831**
	Sig. (2-tailed)		.000
	N	26	26
Customer Satisfaction	Pearson Correlation	.831**	1
	Sig. (2-tailed)	.000	
	N	26	26

** . Correlation is significant at the 0.01 level (2-tailed)

According to the correlation coefficient test in Table 6, the correlation coefficient for the operational performance variable (X1) is 0.831. According to the correlation interpretation guideline, this falls within the range of 0.80 to 1.00 which indicates a very high level of correlation between operational performance variable (X1) and customer satisfaction variable (Y). Furthermore, with a significance level of <0.05 , it can be concluded that there exists a correlation between the two variables. In the table above, the significance level of the operational performance variable (X1) and customer satisfaction (Y) indicates $0.000 < 0.05$, which means that the operational performance variable (X1) and customer satisfaction (Y) are correlated, and their relationship is positive. The positive correlation implies that when the operational performance variable increases, the customer satisfaction variable in a company also increases.

Table 7. Coefficient Correlation Test of Variable X2 on Y

		Total Quality Management	Customer Satisfaction
Total Quality Management	Pearson Correlation	1	.823**
	Sig. (2-tailed)		.000
	N	26	26
Customer Satisfaction	Pearson Correlation	.823**	1
	Sig. (2-tailed)	.000	
	N	26	26

** . Correlation is significant at the 0.01 level (2-tailed)

In the above table, the correlation coefficient test for the total quality management variable (X2) yields 0.823. According to the correlation interpretation guide, the total quality management variable (X2) and the customer satisfaction variable fall within the range of 0.80 - 1.00, indicating a very high level of relationship between the total quality management variable (X2) and the customer satisfaction variable (Y). Furthermore, a relationship between the two variables is considered to be correlated if the significance level is < 0.05 . In the table above, the significance level for the Total Quality Management (X2) and customer satisfaction (Y) variables is $0.000 < 0.05$, indicating a significant positive correlation between the operational performance (X1) and customer satisfaction (Y).

Tabel 8. Multiple Correlation Test of Variables X1 and X2 on Y

Model	R	R Square		Adjusted R Square	Std. Error of the estimate	R Square Change	F Change	Change Statistics		Sig. F Change
								Df1	Df2	
1	.861	.742	.719	.719	1,793	.742	33,016	2	23	<.001
a. Predictors: (Constant), Operational Performance, Total Quality Management										
b. Dependent Variable: Customer Satisfaction										

Based on multiple correlation analyses, the level of significance is determined to be $0.01 < 0.05$, thus concluding that there is a joint relationship between the operational performance variable (X1) and total quality management (X2) variable with the customer satisfaction variable (Y). The correlation coefficient (R) in the table exhibits a strong relationship between the operational performance variable (X1) and the total quality management variable (X2) with the customer satisfaction variable (Y), as denoted by a value of 0.861 falling within the range of 0.80-1.00 (Afra Nabila & Rahmi, 2023).

Hypotheses Test

Table 9. t-Test of Variable X1 on Y

Model		Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig
		B	Std. Error			
1	(Constant)	5,152	2,251		2.228	.031
	Operasional Performance	.466	.064	.831	7,331	.000
a. Dependent Variable: Customer Satisfaction						

The results of the table analysis indicate that the calculated t-value for the Operational Performance variable (X1) is 7.331, with a significance level of 0.000. Therefore, it is necessary to find the critical t-value ($\alpha = 0.05$), which is 2.068. As the significance level ($0.000 < 0.05$) and the calculated t-value surpasses the critical t-value ($7.331 > 2.068$), the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, indicating a positive correlation between Operational Performance and customer satisfaction (Subandi, 2021).

Table 10. t-Test of Variable X2 on Y

Model		Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig
		B	Std. Error			
1	(Constant)	4,105	2.470		1,662	.110
	Total Quality Management	.658	.093	.823	7,098	.000
a. Dependent Variable: Customer Satisfaction						

The results of the table analysis indicate that the calculated t-value for the Total Quality Management variable (X2) is 7.098 with a significance level of 0.000. Therefore, it is necessary to determine the t-table value ($\alpha = 0.05$), which is 2.068. With a significance level of $0.000 < 0.05$ and a t-value exceeding the t-table value ($7.098 > 2.068$), H_0 is rejected, and H_a is accepted. This means that there is a positive correlation between the Total Quality Management variable (X2) and customer satisfaction (Y) (Subandi, 2021).

**Multiple Linear Regression Test
F Test****Table 11. F Test of Variables X1 and X2 on Y**

		ANOVA			
Model		Sum of Squares	df	Mean Square	F
1	Regression	211,962	2	105,981	32,770
	Residual	74,384	23	3,234	
	Total	286,346	25		

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Operational Performance, Total Quality Management

Based on the results of the F-test in the table above, it can be concluded that the calculated F-value is 32.770. The critical F-value ($\alpha = 0.05$) is 3.442. With a significance level of ($0.000 < 0.05$) and the calculated F-value exceeding the critical F-value, $32.770 > 3.442$, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This means that the variables operational performance (X1) and total quality management (X2) significantly influence the variable customer satisfaction (Y). (Subandi, 2021)

Conclusion

Based on the analysis carried out, it is possible to conclude that the operational performance variable has a positive and significant effect on customer satisfaction. There is also a positive and significant effect of the Total Quality Management (TQM) variable on customer satisfaction. Therefore, the problems that arise about the operational performance and TQM variables in Jayamas Abadi can be improved by improving the operational performance and implementing TQM in its management system. This also means that each of the indicators included in the research questionnaire has been agreed upon by the respondents. The respondents who act as customers of Jayamas Abadi company agree that each converted indicator, as a research questionnaire question, is highly relevant to them as customers who wish to have their desires and needs fulfilled to achieve customer satisfaction.

Implications

Jayamas Abadi, with its goal of "zero complaints", needs to improve operational performance and implement TQM in its efforts to maintain what has become its goal to date. The business implications of paying attention to these two variables are certainly proven to be able to help find out what customers need, and what customers want, and can find out how to treat customers well to make these customers reuse the services provided by PT Jayamas Abadi.

Limitation

The limitations of this study are that the researcher solely examines the operational performance, Total Quality Management (TQM), and customer satisfaction variables studied at the Bekasi branch of PT Jayamas Abadi from March-August 2023. The study sample is drawn from respondents who completed the customer satisfaction questionnaire at PT Jayamas Abadi and were limited to its customers exclusively.

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