


Driving Excellence In Customer Experience: A Comparative Study Of Quality Management Tactics In Public Enterprise, Government Bodies, and The Hospitality Industry

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Article Info	ABSTRACT
<p>Keywords: Customer Satisfaction, Quality Management, Human Resources.</p>	<p>This research delves into the quality management approaches within a state-owned enterprise, a government organization, and the hospitality industry to discern their influence on customer satisfaction. Utilizing a descriptive-qualitative method, the study garners data through meticulous field observation, informant interviews, and extensive documentation. The findings reveal that each company has adopted and tailored quality management practices to suit their operations, leading to enhanced customer satisfaction, namely providing SOP, implementing special qualification standards during the recruitment of new employees, conducting employee training, strengthening leadership commitment and employee engagement, giving reward and punishment system and proportional task assignment according to employee competencies. In addition, the obstacles faced by the entities are lack of competent human resources, safety employee and partial of quality of work management. The study contributes to the discourse on quality management, offering stakeholders a lens to augment their strategies. It recognizes the limitations posed by the scope of data collection and calls for future research to delve deeper, ensuring a more comprehensive understanding of the practices and their outcomes.</p>
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INTRODUCTION

The pervasive integration of Information Technology (IT) in contemporary business practices has become a cornerstone for development, competitive advantage, and performance enhancement. As identified by [Anggraeni & Elan Maulani \(2023\)](#), IT significantly boosts operational efficiency and productivity, leading to cost efficiencies and enhancements in product and service quality. [Ivergard, \(2000\)](#); [Luftman et al., \(2017\)](#); [Sohal & Ng, \(1998\)](#) underscore IT's role in bolstering company performance and benefits ([Gerth & Peppard, 2016](#)). Further, [Ardiansyah \(2023\)](#) emphasizes IT's critical contribution to

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fostering innovation and expediting product development, equipping companies to maintain a competitive edge. IT's adept application emerges as a pivotal factor in harnessing business growth and operational efficiency in today's rapidly evolving corporate landscape, offering businesses a lucrative avenue to reduce expenses while maximizing productivity. Companies like Amazon use automation systems to manage their inventory (Delfanti, 2021). Robots in their warehouses assist in picking and packing goods, which minimizes errors and increases productivity. IT systems also enable real-time package tracking, enhancing customer satisfaction. This necessitates a swift and strategic adaptation to the technological imperatives of the modern business environment.

In today's dynamic economic environment, businesses are finding unprecedented opportunities for growth, driven by rapid technological advancements (H. Alzoubi et al., 2022) and a sustainability of resources (Bafas et al., 2023). Such progress in technology, coupled with resource availability, is empowering businesses to pursue global expansion, showcasing their adeptness in managing multifaceted business operations. Such expansion is not only a testament to a company's operational capabilities but also serves as a strategic move to present their offerings to a more extensive customer base. Research by Ardiansyah (2023) underscores that contemporary technologies have transformed traditional business models, facilitating the direct selling of products and services through online platforms. This evolution extends a company's reach far beyond the local vicinity of its headquarters, allowing for a broader and more diverse market presence.

The expansion of a company often leads to an increased customer base as its geographical reach extends (Deng et al., 2018). This growth in the number of customers, particularly those who are loyal, fortifies the company's market standing. Nonetheless, a larger customer base requires the company to sustain high operational quality (Marcella et al., 2022). Any shortcomings in meeting customer expectations can negatively impact the financial health of the business, as it may result in a diminished customer base. Conversely, customers who are content with their experience are more likely to trust and commit to the company's offerings, facilitating recurring sales. Thus, effective quality management is essential for a company to not only meet but surpass customer expectations, which is pivotal for long-term success.

Quality management is a critical practice aimed at enhancing and safeguarding the quality of a company's products, services, systems, workforce, and reputation among consumers (Al Shraah et al., 2022; H. M. Alzoubi et al., 2022; Zaid et al., 2020). Companies that adeptly manage quality tend to sustain customer loyalty, as they are attuned to and adept at fulfilling customer needs. Research, such as that by Marcella et al. (2022), suggests that customer loyalty is a cornerstone of business success. In today's marketplace, a quantity-over-quality approach is still prevalent among some firms. While this strategy does not inherently indicate a lack of effectiveness—given that priorities differ across businesses—it stands to reason that a firm with a substantial customer base could benefit significantly from prioritizing quality. Doing so could leverage its sizeable market presence to bolster financial results and operational efficiency.

Quality management is a systematic approach to enhancing performance across both the operational and functional domains of an organization. It leverages all available resources to ensure that products, services, and offerings resonate with customer needs and preferences, as highlighted by [Ariani \(2021\)](#). The correlation between the excellence of these deliverables and customer satisfaction was substantiated by [Rohaeni & Nisa \(2018\)](#), emphasizing that customer contentment is a pivotal indicator of a company's progression. Therefore, quality management is indispensable in guaranteeing that every facet of a company adheres to established standards and effectively caters to consumer demands. Implementing quality management requires attention to its critical components, which according to [Ariani \(2021\)](#), encompass leadership and commitment, the engagement of every employee, strategic planning, tactical execution, ongoing measurement and assessment, regulation and enhancement, and the pursuit and upkeep of exemplary standards.

Customer satisfaction stands at the heart of a product's lifecycle, playing a pivotal role in shaping its success. It is not merely a goal but a testament to a product's ability to fulfill and surpass customer needs. When a product resonates with customers, exceeding their expectations, it signifies a triumph in customer satisfaction—a benchmark achieved, as suggested by [Gultom et al. \(2020\)](#). This milestone, however, is not a final destination but a stepping stone to nurturing customer loyalty through consistent enhancement of product quality. The trust that blooms from this process is invaluable for any company. To navigate this journey successfully, a robust framework for quality management is indispensable. [\(Ariani, 2021\)](#) emphasizes the transformative power of Total Quality Management (TQM)—an approach that permeates every facet of a company, catalyzing improvements in productivity, efficiency, effectiveness, and satisfaction at both customer and employee levels.

This study sets out to investigate the quality management practices deployed by diverse organizations and the hurdles they encounter in executing these strategies. Focal points of this research include a state-owned enterprise, PT Pertamina Patra Niaga, a regional governmental entity, Regional Development Planning Agency (BAPPEDA) of Kubu Raya Regency, and a player from the hospitality sector, Hotel Neo Pontianak. State-Owned Enterprises (SOEs), known as BUMN (Badan Usaha Milik Negara) in Indonesia, hold a unique and vital position within the economy, operating as extensions of government policy to ensure public needs are met effectively ([Nur Fitriana, 2014](#)). Government organizations are institutions responsible for providing services to the state and the public. Government organizations are government agencies endowed with the authority to execute their duties within their specified domains ([Endah & Vestikowati, 2021](#); [Heriyanto, 2022](#); [Mahendra et al., 2021](#)). In the hospitality sector, the nexus between service quality and customer experience is paramount. The caliber of service provision is a pivotal indicator of customer contentment within hotel operations. While the determinants of customer satisfaction transcend service quality, encompassing the array of facilities such as accommodation, culinary offerings, and auxiliary amenities ([Juliana et al., 2021](#)), it is the excellence in service

that exerts a significant and positive influence on the decision-making process of patrons regarding hotel selection (Chandra & Tielung, 2015). Hence, this research distinguishes itself by analyzing the implementation and challenges of quality management practices in the unique contexts of a state-owned enterprise, a regional governmental entity, and the hospitality industry to highlight its impact on organizational performance and customer satisfaction.

METHODS

The methodology of this study is rooted in qualitative research, adhering to the descriptive and analytical framework posited by Waruwu (2023). This approach entails a thorough depiction and detailed explication of the events, phenomena, and social conditions under scrutiny. Analytical rigor is applied in interpreting and correlating the data sourced from the investigation. The entities examined in this research comprise PT Pertamina Patra Niaga, the Regional Planning and Development Agency (BAPPEDA) of Kubu Raya, and Hotel Neo Pontianak. Primary data was meticulously gathered through methodical field observations and structured interviews with individuals directly associated with the research subjects.

The data collection methods employed in this study were in-depth interviews and observation. In addition to utilizing both, the study also made use of secondary data from company documentation. A variety of data collection techniques were employed to ensure that the gathered data was of high quality and capable of gaining insights regarding the research topic (Taherdoost, 2021). Therefore, the findings of this study will ultimately depict the actual conditions at the research site.

The analysis technique employed in this study is qualitative descriptive analysis. According to Yuliani (2018), qualitative descriptive analysis encompasses three processes: data reduction, data display, and drawing conclusions. The validity of the data is tested using the triangulation method. Alfansyur & Mariyani (2020) explain that triangulation is a method used to test information for validity based on information obtained from the research. The purpose of triangulation is to reduce bias that may cast doubt on the acquired data (Jaya & Saputra, 2024).

RESULTS AND DISCUSSION

In this qualitative investigation, the analysis unearthed a complex tapestry of experiences, perceptions, and challenges faced by the participants, shedding light on quality management. The thematic analysis, underpinned by descriptive-qualitative analysis approach, revealed distinct but interrelated themes that provide a nuanced understanding of the subject of study. This discussion delves into the implications of these findings, comparing them with existing literature and contemplating their significance in the context of wider field or practical application. Particularly, the emergent themes of quality management highlight the implementation and obstacles. Through a detailed examination of these themes, this section aims to contribute to a deeper understanding of the subject of study, offering insights that may inform future research, policy-making, and practice.

Implementation of Quality Management

Based on the results of interviews conducted with representatives from each of the three companies, it is evident that there is a strong focus on quality management. Each company employs its unique approach to enacting effective quality management. For instance, as the informan of Hotel Neo Pontianak pointed out:

“At Hotel Neo, we initiate quality management from the recruitment stage by setting precise qualifications for potential employees. In hiring for the Front Office department, candidates must meet certain criteria, including a minimum of a bachelor's degree, proficiency in English, fundamental computer skills, and a friendly and humble demeanor. Following recruitment, we provide thorough training for our staff and enforce clear job descriptions, ensuring that each team member is fully aware of their duties.”

The paragraph provided suggests that Hotel Neo Pontianak prioritizes quality management from the very beginning of its operations (Aliyu, 2021). The emphasis on meticulous recruitment criteria signifies their commitment to establishing a foundation of skilled and qualified employees (Bugdol & Jedynek, 2015). This initial step is crucial because it demonstrates the hotel's intent to cultivate a workforce capable of delivering excellent service to guests (Hamza et al., 2021). Through subsequent training and clear job delineation, the hotel ensures that its staff members are well-equipped to contribute to the overall quality of service, which ultimately benefits the customer experience.

The statement elaborates on the stringent quality management protocols employed by PT Pertamina Patra Niaga, particularly focusing on the safeguarding of product integrity during delivery to customers. As outlined by Razak et al. (2016), the company has implemented a comprehensive system of checks at their gas stations designed to ensure that every aspect of their product meets the highest standards. This includes the utilization of precision-calibrated measurement tools that align with the volume capacity of the delivery vehicles, thereby guaranteeing the accuracy of quantity delivered. Moreover, rigorous assessments are conducted to verify that the product conforms to predetermined standards of temperature and volume, which are crucial indicators of quality. The company's firm commitment to these procedures is evident, as they do not permit the unloading of any product at their gas stations unless it passes these critical evaluations. This meticulous verification process serves as a testament to PT Pertamina Patra Niaga's unwavering dedication to excellence. It ensures that the customers consistently receive products that are not only of high quality but also in precise accordance with the promised specifications. This dedication to upholding quality and quantity benchmarks is a cornerstone of the company's operational philosophy and plays a pivotal role in maintaining the trust and satisfaction of their clientele.

The approach undertaken by BAPPEDA Kubu Raya, a government organization committed to service excellence, embodies a comprehensive and multi-faceted strategy for quality management. This strategy is thoughtfully designed to enhance the services provided to the community (Handoko, 2020). The informant's detailed commentary sheds

light on the depth of the organization's dedication to exemplary public service, which is manifested through a series of strategic initiatives carefully structured to maximize efficiency and effectiveness.

Leadership commitment is paramount; it sets the tone for organizational culture and serves as a catalyst for employee engagement (Naeem & Khurram, 2020; Santosa et al., 2022). By actively fostering a workplace where leaders are as invested in the quality of service as their teams, BAPPEDA Kubu Raya ensures a unified approach to service excellence. Workload distribution is another critical component of their strategy. By allocating tasks equitably, the organization ensures that no single employee is overwhelmed, thereby preventing burnout and maintaining a high level of service delivery.

Human resource development is approached proactively, with ongoing training and education to close any gaps in competency. This focus on development ensures that all staff members are equipped with the knowledge and skills necessary to perform their duties effectively (Hadaitana & Iqbal, 2023). Moreover, by aligning job titles with the actual tasks employees perform, BAPPEDA Kubu Raya ensures clarity of roles, responsibilities, and expectations.

Task allocation is meticulously tailored to the competencies of each employee, a strategy that not only optimizes individual performance but also leverages the diverse strengths within the workforce. This thoughtful assignment of duties is bolstered by a strong emphasis on continuous professional development. Through this dual approach, the organization nurtures a culture of lifelong learning (Budiningsih et al., 2022), encouraging employees to advance their skills and, consequently, the quality of their work (Brattström, 2024). In essence, BAPPEDA Kubu Raya's comprehensive strategy for quality management aims to establish a robust framework where public service delivery is consistently improving. The organization recognizes that the collective efforts of committed leaders and a skilled workforce are essential for delivering high-quality services that meet, and aim to exceed, public expectations.

Table 1. Implementation of Quality Management

Indicators	Hotel Neo Pontianak	PT Pertamina Patra Niaga	BAPPEDA Kubu Raya
Providing SOP	v	v	-
Implementing Special Qualification Standards During the Recruitment of New Employees	v	-	-
Conducting Employee Training	v	v	v
Strengthening Leadership Commitment and Employee Engagement	-	-	v
Reward and Punishment System	v	-	-
Proportional Task Assignment According to Employee Competencies	-	-	v

The table 1 presents an insightful comparative analysis of quality management practices among three distinct entities: Hotel Neo Pontianak, PT Pertamina Patra Niaga, and BAPPEDA Kubu Raya. A common practice observed in all three organizations is the emphasis on conducting employee training, which underscores a universal recognition of the importance of enhancing employee skills and knowledge as a fundamental aspect of quality management.

However, the approaches diverge in other quality management indicators. Both Hotel Neo Pontianak and PT Pertamina Patra Niaga prioritize providing Standard Operating Procedures (SOPs), which suggests a shared commitment to standardized processes for maintaining quality. On the other hand, BAPPEDA Kubu Raya does not implement this practice, indicating a potential difference in approach to process standardization. Interestingly, Hotel Neo Pontianak stands alone in implementing special qualification standards during the recruitment of new employees, signaling a unique approach to ensuring quality from the outset of employment. This could reflect a strategy to invest in high-caliber human resources from the very beginning of their workforce integration process.

Strengthening leadership commitment and employee engagement is only observed in BAPPEDA Kubu Raya, reflecting perhaps a more people-centric approach to quality management within this organization. This focus on leadership and engagement can be crucial in driving quality improvement from the top down and ensuring that it is a shared goal across the organization. The reward and punishment system is embraced exclusively by Hotel Neo Pontianak, which could suggest a belief in the efficacy of incentives and disciplinary measures to motivate quality adherence among employees. PT Pertamina Patra Niaga and BAPPEDA Kubu Raya, by not adopting this system, may rely on other motivational factors or organizational cultures to maintain quality standards.

Finally, BAPPEDA Kubu Raya is the only entity that practices proportional task assignment according to employee competencies, which emphasizes its approach to optimize employee performance and quality output by aligning tasks with individual skill sets. In summary, while all three organizations demonstrate a commitment to quality management through employee training, their strategies and operational practices vary significantly across other quality management indicators, reflecting a diverse array of approaches to achieving quality objectives in their respective operations.

Overcoming Obstacles and Proposing Strategies for Quality Management Implementation

Implementing robust quality management is a complex endeavor unique to each organization's operational fabric. While tailored strategies are essential in addressing these idiosyncratic challenges, they also underscore a universal truth: the human element is both a variable and a constant in the quality management equation (Hernández et al., 2013). Hotel Neo Pontianak's experience epitomizes this reality. Despite instituting a comprehensive quality management protocol right from employee onboarding, the hotel contends with fluctuations in individual performance. This highlights a critical aspect of

quality management—the necessity of fostering consistent performance standards across all personnel levels.

In response to these challenges, Hotel Neo Pontianak has innovated a meritocratic reward and disciplinary system to invigorate its workforce. By recognizing exemplary performance with accolades and tangible career progression opportunities, such as promotions, they incentivize excellence. The 'Best Employee' program not only serves as a testament to individual achievement but also maps out a trajectory for personal development within the hotel's operational structure.

Concurrently, the hotel maintains a calibrated punitive framework for transgressions, where the magnitude of sanctions corresponds to the severity of infractions. This duality of incentives and deterrents is engineered to cultivate a disciplined, high-performing culture. The expectation is a deterrent effect on infractions, a bolstered motivation to perform, and an elevated commitment to the hotel's ethos of quality.

PT Pertamina Patra Niaga operates in the inherently high-risk environment of oil-based fuel handling, where safety cannot be overemphasized. Recognizing the volatile nature of their products, the organization faces the non-negotiable challenge of ensuring the comprehensive safety and security of its workforce (Jaya et al., 2023). The mastery of safe practices is not just beneficial but vital for every employee, particularly given the flammable characteristics of fuel.

To this end, PT Pertamina Patra Niaga has instituted a rigorous safety paradigm, 'Safety First', which underscores their commitment to the wellbeing of their employees (Nadia & Fathurahman, 2018), including operators at the frontline in gas stations. Central to this initiative is a robust training regimen that equips new recruits with the necessary skills to navigate the risks inherent to their roles. Regular and specialized training sessions are the cornerstone of this approach, ensuring that the latest safety protocols and emergency response techniques are second nature to their operators.

"For safety, we prioritize the workplace safety of employees and operators (gas station attendants) by regularly conducting training, especially for new operators who undergo specific training."

The company's statement reveals a dual focus: maintaining an unyielding stance on safety and investing in their employees' growth through structured and ongoing training. This strategy not only prepares new operators to proficiently manage potential hazards but also fosters a culture of safety that permeates every level of the organization. Through such proactive measures, PT Pertamina Patra Niaga not only addresses the immediate challenges but also fortifies its long-term resilience and operational integrity.

BAPPEDA Kubu Raya has acknowledged facing two significant hurdles: disparities in human resource capabilities and compartmentalized work management. These challenges are not uncommon in public sector organizations, where a wide range of competencies and systematic coordination are essential for delivering quality public services. To surmount these issues, BAPPEDA Kubu Raya has launched a multifaceted initiative focused on enhancing the skills and knowledge of their staff.

"The improvement of human resources at BAPPEDA is done through training and workshops, placing employees in positions that match their expertise, and enhancing the provision of facilities that support the quality of public services."

The informant elaborated on their tailored approach to personnel development, which is manifested in specialized training programs and workshops. These sessions are designed to not only refine leadership acumen but also expand technical expertise, ensuring that employees are well-equipped to meet the complex demands of their roles. Such educational interventions are critical in leveling the playing field among employees with diverse backgrounds and abilities, ultimately leading to a more competent and versatile workforce (Daniele et al., 2022).

Parallel to the skill-enhancement efforts, BAPPEDA Kubu Raya is conscientious about aligning employees' roles with their individual expertise, which is a strategic move to optimize work efficiency and job satisfaction. Additionally, the organization has committed to upgrading its facilities, thus reinforcing the infrastructure needed to bolster the quality of public service delivery. By converging on these strategic fronts—employee development, astute job placement, and infrastructure enhancement—BAPPEDA Kubu Raya aims to address the internal challenges while simultaneously elevating the standards of service for the community.

Tabel 2. Obstacles in Implementing of the Quality Management

No	Obstacles	Hotel Neo Pontianak	PT Pertamina Patra Niaga	BAPPEDA Kubu Raya
1	Lack of Competent Human Resources	v	v	v
2	Safety Employee	-	v	-
3	Partial of Quality of Work Management	-	-	v

A common thread across all three organizations is the 'Lack of Competent Human Resources,' indicating a shared struggle in sourcing or developing employees with the necessary skills and expertise to meet their quality management objectives. This challenge may stem from a variety of factors, including the recruitment pool, training practices, or retention strategies.

PT Pertamina Patra Niaga is unique among the three in identifying 'Employee Safety' as a challenge, which aligns with the high-risk nature of managing flammable substances in the oil and gas industry. Ensuring employee safety requires specialized training, adherence to stringent safety protocols, and a culture that prioritizes risk management.

Meanwhile, BAPPEDA Kubu Raya faces an issue of 'Partial Quality of Work Management,' indicating possible challenges in maintaining consistent quality across different departments or processes. This could reflect disparities in management practices or the implementation of quality standards within the organization.

Each organization's identification of specific challenges highlights the nuanced nature of implementing quality management systems. Addressing these issues requires tailored strategies that consider the unique operational, industry, and workforce dynamics of each entity.

CONCLUSION

The article concludes that implementing robust quality management is a nuanced and complex endeavor, requiring tailored strategies that acknowledge the unique operational fabric of each organization. A universal insight from the study is the significant role of human resources as both a variable and a constant in the quality management equation. Challenges such as fluctuations in individual performance, safety considerations, and disparities in human resource capabilities highlight the necessity of fostering consistent performance standards across all personnel levels. Innovations such as meritocratic reward and disciplinary systems, rigorous safety paradigms, and comprehensive training programs are identified as effective responses to these challenges. These strategies not only address immediate challenges but also aim to fortify long-term resilience and operational integrity, underscoring the critical nature of quality management in achieving and maintaining high standards of service and customer satisfaction.

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