

Leadership Strategy for Achieving Total Quality Management in a Food and Beverage Company: A Case Study of CV. Berkah Sultan Ali, Sidoarjo

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Fried-chicken fast-food outlets are a promising segment of the food industry because they align closely with the preferences of many Indonesian consumers. Their rapid proliferation has created intense business competition. This study examined the effectiveness of managerial leadership in implementing total quality management (TQM) and its contribution to the success of Ali Chicken, a fried-chicken fast-food brand operated by CV. Berkah Sultan Ali. An empirical descriptive design combining qualitative and quantitative approaches was used. The qualitative analysis employed a radar chart based on gap-analysis data obtained from employee and business-partner assessments. The quantitative analysis used a statistical approach with SPSS version 2.3. Data were collected through individual in-depth interviews with 109 purposively selected respondents comprising management, outlet staff, and loyal customers. The leadership-performance predictors included competence, capability, integrity, intuition, and accountability. All predictor variables had positive values, indicating that the leadership strategy at CV. Berkah Sultan Ali was functioning effectively. The empirical findings also indicated strong customer loyalty, as reflected in regular visits and a monthly customer occupancy rate of at least 87%.

Keywords: leadership, total quality management, fast food, fried chicken

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1. Introduction

Fried chicken is widely recognized as one of the most popular menu items. Fried-chicken fast-food outlets represent a highly promising food business because they align closely with the preferences of most Indonesian consumers. Their rapid and widespread growth has intensified business competition. This study examines the effectiveness of managerial leadership in implementing total quality management and its contribution to the success of Ali Chicken, a fried-chicken fast-food brand developed by CV. Berkah Sultan Ali in Sidoarjo. The brand has expanded rapidly, supported by loyal customers and consistently high monthly sales.

As with other fried-chicken fast-food businesses, many similar enterprises emerge, but not all are able to survive market competition. Ali Chicken, however, has expanded rapidly by continuously opening new outlets, including locations beyond Sidoarjo. Effective management and managerial leadership are assumed to be among the strengths that enable this growth. Cahyani, Widhiantara, and Astari (2025) reported that the fried-chicken fast-food business has entered a highly competitive segment as increasing numbers of similar outlets have opened. This intense competition requires every business operator to continuously strengthen management in order to sustain the business and win market share. Furthermore, Affifastuholihah, Putri, and Purbohastuti (2025) stated that competition in the fast-food chicken business

is not limited to brand appeal, service speed, or product quality. Strong managerial leadership is also required to ensure that efforts to attract consumers, create consistent high-quality products, and ultimately build consumer loyalty are supported by internal factors within the business leadership strategy, thereby enabling effective total quality management and a sustained focus on competitive advantage. This study aims to examine the effectiveness of managerial leadership in implementing total quality management and its contribution to the success of the Ali Chicken fried-chicken fast-food business.

2. Methods

Research Design and Respondents

This study used an empirical descriptive design combining qualitative and quantitative approaches. The qualitative component employed a radar-chart analysis based on gap-analysis data obtained from assessments by employees and business partners of CV. Berkah Sultan Ali. The quantitative component used a statistical analysis approach with SPSS version 2.3. Data were collected through in-depth interviews in which the researchers met individually with 109 purposively selected respondents. The sample comprised management and staff at fast-food outlets as well as customers loyal to Ali Chicken fried-chicken products. The predictor variables included competence (X1), capability (X2), integrity (X3), knowledge (X4), and accountability (X5).

In-Depth Interviews and Data Credibility

In-depth interviews were conducted directly by the researcher with respondents at different times using an intensive personal approach to encourage honest responses. The author's involvement in the fast-food business facilitated the selection of respondents who were open and candid, while avoiding individuals whose interests could bias their views on the business trajectory of CV. Berkah Sultan Ali, Sidoarjo. Maritasari et al. (2026) stated that knowledge, depth of involvement, and certainty regarding data sources are important for obtaining credible information.

Information obtained from the interviews was examined using triangulation. Triangulation plays a central role in establishing credibility through cross-verification of research data sources and information (Najib, Anam, and Nashrullah 2026). Furthermore, Huda, Salim, and Habsyi (2025) emphasized that data credibility is essential for ensuring that the entire research process is supported by valid data and that the research objectives can be achieved.

Sampling, Weighting, and Scoring

Respondents from the management of CV. Berkah Sultan Ali were employees in various positions who had worked for more than three years. Other respondents included business partners—such as suppliers of chicken, flour, sauces, and packaging, as well as fast-food outlet contractors—who had been affiliated with the company for more than two years. The respondents also included loyal customers who were well known to Ali Chicken employees at various outlets and had frequently purchased products during the previous two years. Personal familiarity and the duration of interaction formed part of the researcher's efforts to identify information sources that met basic validity and reliability requirements. Each respondent was assigned a weight based on experience and relationship to the fried-chicken fast-food business. Employees were weighted by three, business partners by two, and customers known to employees by one. Weighting was used to reflect the appropriateness of respondents' judgments according to their depth of involvement with the leadership strategy implemented by CV. Berkah Sultan Ali in fulfilling total quality management principles.

To guide the in-depth interviews, the researcher used a questionnaire containing keywords that had to be addressed for each predictor variable. The interviews conducted by the researcher served as direct verbal confirmation of the researcher's initial indications. Each response was therefore assigned a weighted score on a scale of 1–10. The broad weighting range reflected the researcher's depth of knowledge and understanding. In empirical research, two respondents may provide identical answers or explanations; however, based on the researcher's involvement, experience, and depth of understanding of the interview content, identical answers could receive different weights at the researcher's discretion.

3. Results and Discussion

Leadership Performance and Predictor Variables

The in-depth interviews, together with several instances of the researcher's direct involvement and interaction in Ali Chicken outlets, confirmed that the six predictor variables examined constituted the core strengths of leadership management developed and implemented over the past three years to support total quality management. All parties involved agreed that these factors represented the implementation of a leadership strategy specifically applied in the management of CV. Berkah Sultan Ali as a fried-chicken fast-food company.

The six predictor variables were closely interrelated in their daily implementation. Education, skills, and knowledge related to leadership in a fast-food outlet business are essential for proper business management. These capabilities were developed through training and mentoring attended by company employees. Wahbi and Syahrudi (2024) reported that training and mentoring significantly improved understanding, technical skills, and participants' confidence in starting businesses. Some partners began marketing their products independently and showed high enthusiasm for business activities. The results of the in-depth interviews for the six predictor variables, after scoring, averaging, and weighting, are presented in Figure 1.

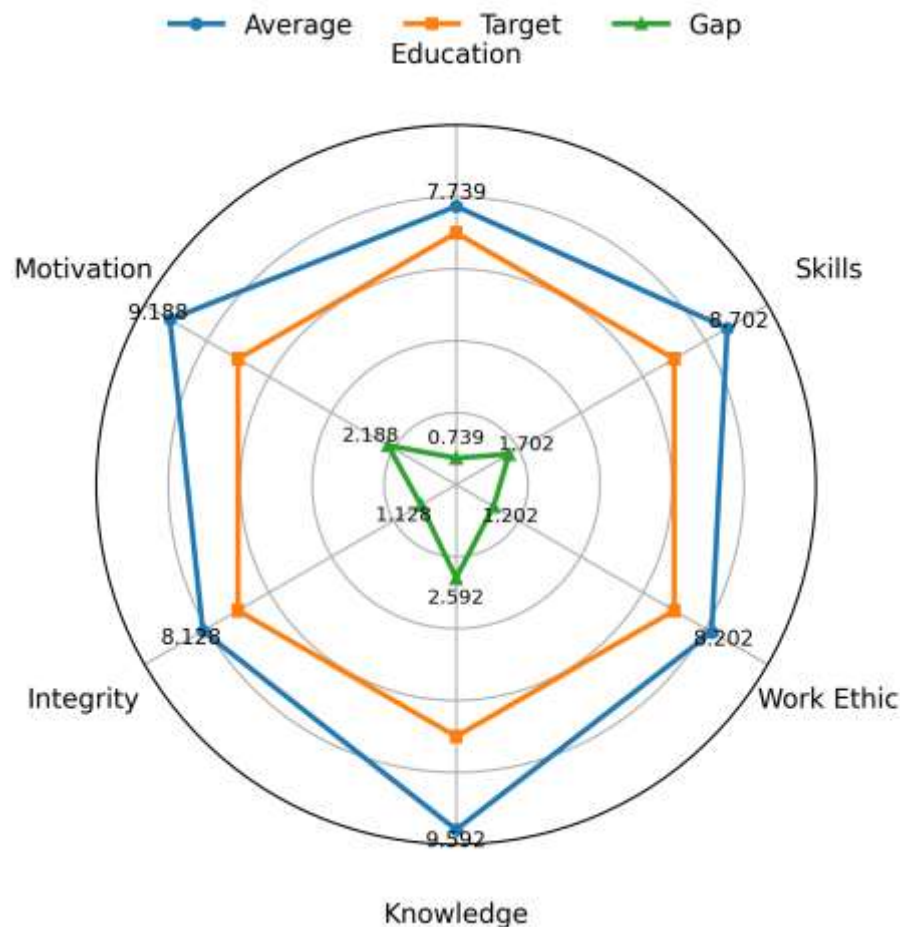


Figure 1. Radar chart of six leadership-strategy factors
Source: Processed research data.

All predictor variables exceeded the target average, indicating that the implemented leadership strategy performed appropriately. Fried-chicken fast-food outlets should develop as franchise businesses involving multiple actors who operate synergistically and focus on strengthening the brand. Sari et al. (2025) stated that this type of business requires a strong leadership strategy in implementing total quality management so that all franchise participants follow standard operating procedures with high commitment and consistency to maintain product quality, particularly because the business operates in the food sector, which fulfills a basic human need.

Calculations using Kendall's tau-b nonparametric analysis showed that all predictor variables were positively correlated, with highly significant effects (**). This finding indicates that the leadership strategy developed to implement total quality management in the fried-chicken fast-food business is aligned with current needs. Nevertheless, management should continue monitoring market dynamics and develop additional predictor variables for future application in business management. The correlation results are shown in Table 1.

Table 1. Kendall's tau-b correlation analysis

Variable	Statistic	Education	Skills	Work Ethic	Knowledge	Integrity	Motivation
Education	Correlation Coefficient	1.000	.760**	.943**	.880**	.908**	.941**
	Sig. (2-tailed)	.	.000	.000	.000	.000	.000
	N	109	109	109	109	109	109
Skills	Correlation Coefficient	.760**	1.000	.799**	.681**	.647**	.784**
	Sig. (2-tailed)	.000	.	.000	.000	.000	.000
	N	109	109	109	109	109	109
Work Ethic	Correlation Coefficient	.943**	.799**	1.000	.880**	.862**	.961**
	Sig. (2-tailed)	.000	.000	.	.000	.000	.000
	N	109	109	109	109	109	109
Knowledge	Correlation Coefficient	.880**	.681**	.880**	1.000	.796**	.857**
	Sig. (2-tailed)	.000	.000	.000	.	.000	.000
	N	109	109	109	109	109	109
Integrity	Correlation Coefficient	.908**	.647**	.862**	.796**	1.000	.864**
	Sig. (2-tailed)	.000	.000	.000	.000	.	.000
	N	109	109	109	109	109	109
Motivation	Correlation Coefficient	.941**	.784**	.961**	.857**	.864**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.
	N	109	109	109	109	109	109

Source: Processed research data.

The highly significant and positive correlations among the variables shown in Table 1 indicate that the managerial effectiveness and efficiency of the leadership strategy implemented to achieve total quality management are appropriate. Nevertheless, the degree of model fit suggests the presence of other “X” factors that should be identified, examined, and considered. This is reflected in the R, R-square, adjusted R-square, and analysis of variance (ANOVA) results presented in the following tables.

Table 2. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.578 ^a	0.334	0.295	0.127731

Source: Processed research data.

An R value of 57.8% indicates that the regression model provides a reasonably good representation of the six predictor variables used in the leadership strategy for achieving total quality management in the company. The potential unexplained variation of 33.4% requires attention because other predictor variables may influence the implemented leadership strategy. In addition, 29.5% of the influence of external predictor variables remains unaccounted for. Mathematically, two or three additional factors beyond the six predictors examined may still affect the success of the company's leadership strategy in achieving total quality management. The F value of 8.539 may also be improved, although the model's significance level is already highly significant at 100% (**), as shown in Table 3.

Table 3. Analysis of variance

Model	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.836	6	0.139	8.539	0.000 ^b
	Residual	1.664	102	0.016		
	Total	2.500	108			

Source: Processed research data.

Additional Predictors and Managerial Implications

Berutu et al. (2025) identified perseverance as a necessary predictor accompanying innovation among entrepreneurs and employees in fried-chicken fast-food businesses. Perseverance is related to attitudes and behaviors that support careful observation of and adaptation to changes in consumer preferences. Similarly, Dewi et al. (2025) argued that basic entrepreneurial skills should not only be possessed by business owners but also understood by all employees in order to create work synergy in serving customers and producing the best products. This capability is therefore an important predictor to consider.

Another study of an ayam penyet business by Sipayung et al. (2025) found that delegation of authority and coordination among employees are alternative predictors that influence workflow smoothness, speed, presentation, and consistency in product and service quality in fried-chicken businesses.

These factors should be considered in the leadership strategy of CV. Berkah Sultan Ali to strengthen total quality management in the fried-chicken fast-food business. An important consideration is that this business requires unity and alignment in operational activities, making delegation of authority and coordination fundamental. Empirical observations show that employees often need to replace colleagues who are unable to perform their duties. By strengthening leadership in delegation and coordination, task substitution can be carried out by any qualified employee with high commitment, consistency, and responsibility in following the established standard operating procedures.

Table 4. Regression model

Model / Variable	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.459	1.370	–	1.795	0.076
Education	-0.193	0.138	-0.633	-1.402	0.164
Skills	-0.048	0.070	-0.152	-0.690	0.492
Work Ethic	0.243	0.131	0.635	1.861	0.066
Knowledge	0.758	0.159	1.026	4.767	0.000
Integrity	0.307	0.158	0.604	1.942	0.055
Motivation	-0.576	0.179	-1.407	-3.218	0.002

Source: Processed research data.

The negative coefficients for Education, Skills, and Motivation indicate that competition in the fast-food chicken market requires a leadership strategy directed toward improving these three predictors. Such improvement is needed so that the leadership strategy can respond to competitors' challenges and maintain business superiority.

The education of company leaders and employees is an important prerequisite for leadership management and effective managerial processes. Tarwiyah and Parma (2022) noted that education and work experience are an important combination for implementing leadership strategies and total quality management effectively. Furthermore, Widyawati (2021) emphasized that higher education helps employees develop the competencies required to resolve company problems constructively.

Azizi and Sutanti (2025) also reported that competence contributes to improving employees' skills in addressing problems within the scope of their work.

The regression model in Table 4 also shows negative coefficients for Motivation (–0.576; 99.8% significance) and Skills (–0.048; 50.8% significance), indicating that the company still needs to motivate employees to improve their skills. This should be done intensively and periodically while considering employee boredom. Boredom is an additional predictor outside the regression model that could become a weakness in the course of the business. Empirically, employees may feel highly proficient in their work, causing their motivation to decline because they believe that repeatedly performing one specific type of

task is sufficient. Boredom may also arise from repetitive work, even when employees have become proficient. Meanwhile, competing businesses may have introduced new skills or methods for preparing fried chicken that could capture the existing market.

4. Conclusion

The current leadership strategy for implementing total quality management at CV. Berkah Sultan Ali is adequate. Because the company faces many competitors in the same business sector, it should continuously improve the predictor variables examined and consider additional predictors beyond this study as part of its leadership strategy. This approach will help sustain enthusiasm and hard work in continuous improvement, thereby strengthening the company's competitiveness.

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