

Analysis of Human Resource Quality in Maintaining Customer Satisfaction at Kopi Kenangan in Pamekasan through the Total Quality Management Approach

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Abstract

This study aims to analyze the quality of human resources (HR) in maintaining customer satisfaction at Kopi Kenangan in Pamekasan through the Total Quality Management (TQM) approach. This study is motivated by the increasing competition in the coffee shop business, which requires companies to be able to provide quality service to maintain customer satisfaction. In the service industry, HR quality is a critical factor because employees interact directly with customers and influence the quality of service provided. The research method used is a qualitative descriptive method. Data collection techniques were conducted through observation, interviews, documentation, and literature review. The research subjects consisted of managers, employees, and customers of Kopi Kenangan Pamekasan. Data were analyzed using the Miles and Huberman data analysis technique, which includes data reduction, data presentation, and drawing conclusions. The research results indicate that the quality of human resources at Kopi Kenangan Pamekasan is already quite good. This is evident from the employees' communication skills, friendly attitude, work discipline, and ability to collaborate as a team in providing service to customers. Additionally, the principles of Total Quality Management have been implemented through the application of standard operating procedures (SOPs), employee training, and regular service evaluations. High-quality service has a positive impact on customer satisfaction, as customers feel comfortable and satisfied with the service provided. However, this study also identified several challenges, particularly during peak hours when customer queues increase, leading to slower service. Therefore, the company needs to enhance the effectiveness of HR management and service delivery to ensure service quality remains consistent under various conditions. Thus, it can be concluded that the quality of human resources is closely linked to customer satisfaction, and the implementation of Total Quality Management can help the company improve service quality sustainably.

Keywords: Total Quality Management (TQM), Human Resources, Customer Satisfaction, Coffee Shop

1. Introduction

The food and beverage (F&B) industry in Indonesia has experienced rapid growth, particularly in the coffee shop sector. Coffee shops today are not merely places to enjoy coffee but have become an integral part of people's lifestyles, especially among the younger generation. The high public interest in coffee shops has led to increasingly competitive business competition, requiring companies to provide the best service quality to maintain customer satisfaction. One of the rapidly growing coffee shops in Indonesia is Kopi Kenangan. The presence of Kopi Kenangan in various regions, including Pamekasan, demonstrates the high public interest in the products and services it offers.

In the face of this competition, the quality of human resources (HR) is a critical factor in maintaining customer satisfaction. According to Hasibuan (2017), human resources refer to the integrated capabilities of an individual's mental and physical abilities within an organization, which play a vital role in achieving the company's objectives. High-quality HR is capable of delivering service that is fast, friendly, communicative, and responsive to customer needs. Therefore, the quality of HR is one of the primary aspects of success for service-oriented companies, including the coffee shop industry.

According to Kotler and Keller (2016), customer satisfaction is the feeling of pleasure or disappointment that arises after comparing the performance of a product or service against customer expectations. In the coffee shop industry, customer satisfaction is heavily influenced by the quality of service provided by employees. If the service meets customer expectations, customers will be satisfied and more likely to make repeat purchases. Conversely, poor service can lead to customer complaints and negatively impact the company's reputation. To maintain this service quality, companies need to implement a comprehensive quality-oriented management system. One approach that can be used is Total Quality Management (TQM). According to Deming (1986), quality is a continuous improvement effort to meet customer needs. Deming also emphasizes the importance of involving all members of the organization in improving service quality.

Additionally, Juran (1989) states that quality is the fitness of a product or service to meet customer needs (fitness for use). Juran introduced the concept of the Juran Trilogy, comprising quality planning, quality control, and quality improvement, as steps toward enhancing organizational quality. Ishikawa (1985) also explains that quality focuses not only on the product but also on overall customer satisfaction.

According to Ishikawa, all members of the organization must be involved in maintaining service quality so that the company can create sustainable customer satisfaction.

The implementation of TQM in the coffee shop business is crucial because service quality is the primary factor influencing customer satisfaction. As the company's frontline, employees play a vital role in creating positive customer experiences through professional attitudes, communication skills, work discipline, and service speed. Therefore, Kopi Kenangan in Pamekasan needs to prioritize human resource quality to maintain customer satisfaction and enhance the company's competitiveness amid increasingly intense competition in the coffee shop industry. Based on the above, this study is important to analyze the quality of human resources in maintaining customer satisfaction at Kopi Kenangan in Pamekasan through a Total Quality Management approach. This study is expected to provide insight into the importance of human resource quality in enhancing customer satisfaction and serve as a basis for the company to evaluate and improve service quality.

2. Literature review

2.1. Total Quality Management (TQM)

a. Definition of Total Quality Management (TQM)

The Total Quality Management (TQM) is a management approach aimed at comprehensively and sustainably improving quality within an organization. According to Deming (1986), TQM is a continuous improvement effort to meet customer needs and satisfaction. Deming emphasizes that quality is not solely the responsibility of leadership but of all organizational members.

This means that every employee in the company must be committed to maintaining the quality of service and work performance so that the company's objectives can be achieved. In the coffee shop industry, such as Kopi Kenangan, the implementation of TQM can be achieved through improvements in service quality, product serving speed, cleanliness of the premises, and employees' communication skills with customers.

Juran (1989) states that quality is "fitness for use," meaning the suitability of a product or service to customer needs. According to Juran, a company must be able to provide service that meets consumer expectations so that customers feel satisfied. In his concept, Juran introduced the Juran Trilogy, which consists of:

- Quality Planning
- Quality Control
- Quality Improvement

These three concepts aim to create better service quality on a sustainable basis.

Meanwhile, Ishikawa (1985) explains that quality focuses not only on the product but also on overall customer satisfaction. According to Ishikawa, every part of the organization must be involved in maintaining quality so that customers receive the best service.

Based on the opinions of these experts, it can be concluded that TQM is a management system that emphasizes continuous quality improvement by involving all members of the organization to enhance customer satisfaction.

b. Principles of Total Quality Management (TQM)

According to Goetsch and Davis (2014), there are several key principles in TQM, namely:

1. Focus on the Customer
Customers are the ones who determine a company's success. Therefore, companies must understand customer needs and expectations to provide the best service. At Kopi Kenangan, customer focus is achieved by offering friendly, fast, and tailored service that meets consumer needs.
2. Continuous Improvement
Companies must continuously evaluate and improve the quality of their service and work systems. For example, Kopi Kenangan can improve service quality through regular employee training to ensure service is optimized.
3. Involvement of All Employees
In TQM, all members of the organization share responsibility for quality. Not just managers, but all employees must contribute to maintaining service quality to ensure customer satisfaction.
4. Teamwork
Good cooperation among employees is essential for creating effective and efficient service. In a coffee shop, cooperation between cashiers, baristas, and servers significantly impacts the quality of service provided to customers.
5. Process-Based Approach
Every task must be performed in accordance with procedures or operational standards to ensure high-quality and consistent service.
6. Data-Driven Decision-Making
Companies need to use customer data, feedback, and suggestions as evaluation tools to improve service quality.

2.2. Human Resource (HER) Quality

a. Definition of Human Resources

According to Hasibuan (2017), human resources are the integrated capabilities of mental and physical abilities possessed by individuals within an organization. HR is a key factor in a company's success because people are the driving force behind all organizational activities.

In the coffee shop business, HR quality is crucial because employees interact directly with customers. Employees with strong communication skills, a friendly attitude, discipline, and professionalism will be able to provide satisfying service to customers.

Sedarmayanti (2017) states that the quality of HR can be seen from a person's level of education, skills, work ability, discipline, and professional attitude at work. Thus, the quality of human resources at Kopi Kenangan is a key factor in maintaining customer satisfaction and enhancing the company's image.

b. Human Resource Quality Indicators

According to Sutrisno (2016), there are several indicators of HR quality, namely:

1. **Knowledge**
Knowledge refers to an employee's ability to understand the work being performed. In a coffee shop, employees must understand the menu, service processes, and the company's work standards.
2. **Skills**
Skills are the technical abilities employees possess in performing their jobs. For example, a barista's ability to prepare coffee drinks quickly and in accordance with standards.
3. **Ability**
Ability indicates an individual's capacity to complete tasks well and effectively.
4. **Attitude**
Attitude reflects an employee's behavior when serving customers, such as friendliness, politeness, and responsibility.
5. **Work Discipline**
Work discipline relates to an employee's adherence to company rules and operational standards.

2.3. Customer Satisfaction

a. Definition of Customer Satisfaction

According to Kotler and Keller (2016), customer satisfaction is a person's feeling of joy or disappointment after comparing the performance of a product or service against their expectations.

This means that if the service received by the customer meets their expectations, the customer will feel satisfied. Conversely, if the service does not meet expectations, the customer will feel disappointed. In the coffee shop business, customer satisfaction can be influenced by: service quality, employee friendliness, service speed, comfort of the venue, and product quality.

Tjiptono (2019) states that customer satisfaction is a customer's evaluation of their experience using a product or service, which can influence customer loyalty.

b. Factors Affecting Customer Satisfaction

According to Lupiyoadi (2018), the factors that influence customer satisfaction include:

1. **Product Quality**
Products with good taste and quality will increase customer satisfaction.
2. **Service Quality**
Fast, friendly, and responsive service can create a positive experience for customers.
3. **Price**
Prices that are commensurate with product and service quality will satisfy customers.
4. **Emotional Factors**
Customers feel proud or comfortable when using a particular product or service.
5. **Ease of Access to Products**
A strategic location and ease of ordering will increase customer satisfaction.

2.4. The Relationship Between Human Resource Quality and Customer Satisfaction from a TQM Perspective

Human resource quality has a very close relationship with customer satisfaction because employees are the ones who interact directly with consumers. According to Deming (1986), good service quality can be achieved if a company implements continuous quality improvement and involves all members of the organization.

In a coffee shop business like Kopi Kenangan, the quality of service provided by employees is a key factor in creating customer satisfaction. Employees who are friendly, disciplined, quick to serve, and able to communicate effectively will provide a positive experience for customers.

Suatmodjo's (2017) research indicates that service quality has a significant impact on customer satisfaction in the coffee shop industry. The better the service quality provided by employees, the higher the level of customer satisfaction. Therefore, the implementation of TQM at Kopi Kenangan in Pamekasan is expected to improve the quality of human resources so that customer satisfaction can be maintained and customer loyalty increased.

3. Research Method

3.1. Type of Research

This study employs a qualitative descriptive research method. The qualitative method was chosen because this study aims to deeply understand and describe the role of human resources (HR) in maintaining customer satisfaction at Kopi Kenangan in Pamekasan through the Total Quality Management (TQM) approach.

According to Sugiyono (2019), qualitative research is a research method used to study the natural conditions of an object, where the researcher serves as the primary instrument in data collection. Qualitative research places greater emphasis on meaning, processes, and understanding of a social phenomenon occurring in the field.

In this study, the researcher aims to understand the quality of service provided by Kopi Kenangan employees to customers, how TQM principles are applied in daily work activities, and how the quality of human resources influences customer satisfaction levels. Therefore, the qualitative method is considered most appropriate as it provides a realistic and in-depth portrayal of conditions in the field.

Additionally, a descriptive research design was employed because this study focuses on systematically and factually describing phenomena without manipulating the research subjects. The researcher merely observed, gathered information, and described the actual conditions regarding human resource quality and service at Kopi Kenangan Pamekasan.

3.2. Research Location

This study was conducted at Kopi Kenangan Pamekasan, Pamekasan Regency, Madura. The selection of the research location was based on several considerations: Kopi Kenangan is one of the more popular coffee shops with a large customer base, particularly among young people and students.

Additionally, the increasingly intense competition in the coffee shop industry necessitates that the company maintain service quality to ensure customer satisfaction. These conditions make Kopi Kenangan a relevant subject for study, particularly regarding the quality of human resources in providing customer service through a TQM approach.

The research was conducted directly on-site so that the researcher could observe service activities, employee interactions with customers, and working conditions in the field more realistically and accurately.

3.3. Research Subjects and Object

a. Research Subjects

The research subjects are the parties serving as information sources in the study. The subjects in this research include:

- Manager of Kopi Kenangan Pamekasan
Managers were selected as informants because they have an understanding of the work system, service standards, and the implementation of employee work quality within the company.
- Kopi Kenangan Employees or Baristas
Employees are the key focus because they are the ones who interact directly with customers and play a crucial role in maintaining service quality. Kopi Kenangan Customers were selected as informants to determine their level of satisfaction with the service provided by Kopi Kenangan employees.

b. Research Object

The research object is the primary focus of this study. The research object includes: human resource quality, service quality, customer satisfaction, and the implementation of Total Quality Management at Kopi Kenangan Pamekasan.

3.4. Data Collection Techniques

To obtain comprehensive data that accurately reflects field conditions, this study employs several data collection techniques, namely:

a. Observation

Observation was conducted by directly observing service activities at Kopi Kenangan Pamekasan. According to Sugiyono (2019), observation is a data collection technique carried out by directly observing the research object to obtain more accurate information.

In this study, the researcher observed several aspects, such as:

how employees serve customers, employee friendliness and attitude, service speed, work discipline, cooperation among employees, and the work environment.

Through observation, the researcher could directly determine how human resource quality is applied in daily service activities.

b. Interviews

Interviews were conducted to obtain more in-depth information regarding human resource quality and customer satisfaction. Interviews were conducted directly with managers, employees, and customers of Kopi Kenangan.

According to Moleong (2018), an interview is a conversation conducted with a specific purpose to obtain information from a source. In this study, interviews were conducted in a semi-structured manner so that researchers could follow a set of questions while also exploring additional information from the sources. Some of the topics covered included:

employee service standards, the implementation of TQM, service challenges, on-the-job training, and customer experiences with the services provided.

c. Documentation

Documentation was carried out by collecting various supporting data related to the research. Documentation data can include:

photos of service activities, organizational structure, company activity data, standard operating procedures, and other documents supporting the research.

Documentation is used to reinforce the results of observations and interviews so that the research data becomes more complete and valid.

d. Literature Review

A literature review is conducted by gathering various theories and references related to the research, such as books, scientific journals, articles, and previous studies on:

Total Quality Management (TQM), human resource quality, service quality, and customer satisfaction.

The literature review aims to strengthen the theoretical foundation and assist the researcher in analyzing the research results

3.5. Data Analysis Techniques

The data analysis technique in this study uses the Miles and Huberman (1992) model, which consists of three stages, namely:

a. Data Reduction

Data reduction is the process of selecting, focusing, and simplifying data obtained from observations, interviews, and documentation. In this stage, the researcher sorts the data relevant to the research focus on human resource quality and customer satisfaction.

b. Data Presentation

After the data is reduced, the next step is to present it in the form of descriptive narratives to make it easier to understand. Data presentation is carried out by organizing the research results systematically, thereby facilitating the researcher's understanding of the relationships among the data.

c. Drawing Conclusions

The final stage is drawing conclusions based on the analyzed data. Conclusions are drawn to address the research question regarding how human resource quality contributes to maintaining customer satisfaction at Kopi Kenangan through the TQM approach.

3.6. Data Validity

To ensure that the data obtained is accurate and reliable, this study uses triangulation techniques.

a. Source Triangulation

Source triangulation was conducted by comparing information obtained from several sources, such as managers, employees, and customers.

b. Methodological Triangulation

Methodological triangulation was conducted by comparing the results of observations, interviews, and documentation to ensure that the data obtained was more valid and consistent with actual conditions in the field.

4. Research Findings

4.1. Human Resource Quality at Kopi Kenangan Pamekasan

Based on the results of observations and interviews conducted at Kopi Kenangan Pamekasan, the quality of human resources (HR) plays a very important role in maintaining customer satisfaction. Employees are the ones who interact most frequently with customers, so the quality of service provided significantly influences customers' perceptions of the company.

The research findings indicate that the majority of Kopi Kenangan employees have been able to provide good service to customers. This is evident from their friendly attitude, good communication skills, and the speed of service when handling customer orders. Additionally, employees demonstrate a disciplined work ethic, such as arriving on time, maintaining workplace cleanliness, and adhering to the company's operational standards.

According to Hasibuan (2017), the quality of human resources can be assessed through an individual's ability, skills, discipline, and work attitude in performing their duties. In this study, the quality of human resources at Kopi Kenangan is evident in employees' ability to work quickly and accurately, particularly when handling high customer volume.

Employees also collaborate effectively across teams, particularly between cashiers and baristas. This collaboration enhances service efficiency, ensuring customers do not wait excessively long. This aligns with the teamwork principle in Total Quality Management (TQM), which emphasizes the importance of team collaboration in improving service quality (Goetsch & Davis, 2014).

However, based on interviews with several customers, there are still some service challenges, such as long lines during certain hours and delays in serving orders when the outlet is busy. This indicates that the company still needs to evaluate its service management and employee work distribution to ensure service quality is maintained under any circumstances.

4.2. Implementation of Total Quality Management (TQM) at Kopi Kenangan

Based on the research findings, Kopi Kenangan has implemented several principles of Total Quality Management in its operational activities. One form of TQM implementation is evident in the existence of standard operating procedures (SOPs) that must be followed by all employees.

According to Deming (1986), TQM is a continuous improvement effort carried out by all members of an organization to achieve customer satisfaction. In this study, the implementation of TQM is evident through: employee training, service evaluations, hygiene standards, and service quality monitoring by managers.

Kopi Kenangan employees are also required to maintain consistent product and service quality. This demonstrates the company's focus on customer satisfaction. According to Juran (1989), quality is the alignment of service with customer needs (fitness for use). Therefore, the company must ensure that the services provided meet customer expectations.

Additionally, Kopi Kenangan fosters a work culture that emphasizes friendliness and effective communication with customers. Based on observations, employees consistently greet customers politely and strive to provide prompt service. This attitude is one of the factors that makes customers feel comfortable during their visits.

However, research findings indicate that the implementation of TQM still faces several challenges, particularly when the number of customers increases at certain times. This situation causes some employees to appear overwhelmed, resulting in suboptimal service. Therefore, the company needs to improve the effectiveness of its human resource management, such as by increasing the number of employees during peak hours or implementing a more structured division of labor.

4.3. Customer Satisfaction at Kopi Kenangan Pamekasan

Based on interviews with customers, the majority of customers are satisfied with the service provided by Kopi Kenangan Pamekasan. Customer satisfaction is influenced by several factors, such as: staff friendliness, service speed, product quality, cleanliness of the premises, and the comfort of the outlet's atmosphere.

According to Kotler and Keller (2016), customer satisfaction is a person's feeling of joy or disappointment after comparing their expectations with the service received. In this study, customers were satisfied because the service provided met their expectations. Some

customers stated that Kopi Kenangan employees were able to provide friendly and communicative service, making customers feel comfortable. Additionally, consistent product quality was another reason customers returned to purchase products at Kopi Kenangan. However, some customers complained about long lines at certain times, particularly in the afternoon and on weekends. This situation indicates that customer satisfaction is influenced not only by product quality but also by the effectiveness of the service provided by employees. According to Tjiptono (2019), service quality is closely linked to customer satisfaction because good service can foster customer loyalty toward the company. Therefore, the company must continuously improve service quality to ensure customers remain satisfied.

4.4. The Relationship Between Human Resource Quality and Customer Satisfaction through the TQM Approach

The research results show that HR quality has a significant influence on customer satisfaction at Kopi Kenangan Pamekasan. The better the quality of service provided by employees, the higher the level of customer satisfaction.

Employees with good communication skills, work discipline, and a friendly attitude are able to create a positive experience for customers. This aligns with the TQM concept, which emphasizes that service quality must be implemented comprehensively and sustainably.

According to Ishikawa (1985), quality focuses not only on the product but also on overall customer satisfaction. Therefore, HR quality is a key factor in delivering high-quality service. In this study, the implementation of TQM helps companies maintain service standards and improve employee performance. On-the-job training, service evaluations, and teamwork are crucial factors in maintaining customer satisfaction.

Thus, it can be concluded that human resource quality is closely related to customer satisfaction. If a company is able to improve human resource quality through the implementation of TQM, customer satisfaction will also increase.

5. Discussion

5.1. Analysis of Human Resource Quality at Kopi Kenangan Pamekasan

Based on the results of the research conducted, the quality of human resources (HR) at Kopi Kenangan Pamekasan has a significant impact on customer satisfaction. In the coffee shop business, employees are the company's frontline because they interact directly with customers every day. Therefore, the quality of service provided by employees will greatly determine how customers perceive the company.

Observations indicate that the majority of Kopi Kenangan employees have been able to provide satisfactory service to customers. This is evident in their friendly demeanor when greeting customers, strong communication skills, and efficiency in processing customer orders. Their friendly attitude and polite service make customers feel comfortable during their purchases.

Additionally, employees' ability to collaborate is also quite strong. When the outlet is busy, employees strive to serve customers to the best of their ability through a clear division of tasks between cashiers and baristas. Cashiers focus on taking customer orders, while baristas focus on the beverage preparation process. This collaboration makes the service process more effective and helps reduce customer wait times.

This aligns with the views of Goetsch and Davis (2014), who state that teamwork is one of the key principles in Total Quality Management (TQM). Good collaboration among employees can improve service quality and help the company achieve customer satisfaction.

However, based on interviews with customers, several service challenges were still identified. During certain hours, such as in the afternoon and on weekends, customer lines become quite long, making service feel slower. This situation causes some customers to feel they have to wait too long to receive their orders.

This situation indicates that human resource quality is not only related to individual capabilities but also to the company's ability to manage work systems and maintain an appropriate workforce size aligned with demand. If the number of customers increases while the number of employees remains limited, service quality may decline as employees face higher work pressure.

According to Hasibuan (2017), HR quality can be assessed based on work performance, skills, discipline, and individual attitude in performing their duties. In this study, HR quality at Kopi Kenangan is already quite good, but it still requires improvement, particularly in managing service during peak hours to ensure service quality remains consistent.

5.2. Analysis of Total Quality Management (TQM) Implementation

Based on the research results, Kopi Kenangan Pamekasan has implemented several principles of Total Quality Management (TQM) in the company's operational activities. One form of this implementation is evident in the standard operating procedures (SOPs) applied to all employees.

Employees are required to follow specific service standards, such as: greeting customers politely, maintaining a clean work area, providing prompt service, and ensuring product quality remains consistent.

The implementation of these SOPs demonstrates that the company strives to maintain service quality so that customers have a positive experience when making a purchase.

According to Deming (1986), TQM is an effort toward continuous quality improvement to achieve customer satisfaction. In this study, the principle of continuous improvement is evident in the performance evaluations conducted by managers regarding employee performance. Additionally, the company provides training to new employees before they begin working. This training aims to help employees understand the company's operations, service standards, and how to interact with customers effectively. Training is a crucial component in enhancing human resource quality, as employees who understand their roles are better equipped to deliver optimal service.

However, the implementation of TQM at Kopi Kenangan still faces several obstacles. One of the main obstacles is the surge in customer numbers at certain times, which results in suboptimal service. When the outlet is extremely busy, some employees appear overwhelmed, causing service to slow down compared to normal conditions.

This situation indicates that implementing TQM requires not only good work standards but also prepared human resources and an effective work system. The company needs to evaluate task distribution and staffing levels to ensure service quality is maintained even during peak times.

According to Juran (1989), quality is the alignment of service with customer needs (fitness for use). This means that the company must ensure the service provided truly meets customer expectations. If customers expect prompt service but have to wait too long, customer satisfaction may decline.

Therefore, the implementation of TQM at Kopi Kenangan needs to be continuously improved, particularly in human resource management and service effectiveness during peak hours.

5.3. Analysis of Customer Satisfaction at Kopi Kenangan Pamekasan

Based on the results of interviews with customers, the majority of customers are satisfied with the service provided by Kopi Kenangan Pamekasan. This satisfaction is influenced by several factors, such as service quality, employee friendliness, product quality, and the comfort of the location.

Customers feel comfortable because employees are able to provide service with a polite and communicative attitude. Additionally, the clean and comfortable atmosphere of the outlet is another reason customers choose Kopi Kenangan as a place to relax or work on tasks.

According to Kotler and Keller (2016), customer satisfaction is a person's feeling of joy or disappointment after comparing their expectations with the service received. In this study, most customers felt that the service provided met their expectations.

However, some customers also expressed complaints regarding the long wait times when the outlet is busy. Although customers understand that busy conditions are hard to avoid, they still hope that service can be provided more quickly.

This indicates that customer satisfaction is greatly influenced by the quality of service provided by the company's human resources. The better the quality of service provided, the higher the level of customer satisfaction.

According to Tjiptono (2019), service quality has a close relationship with customer loyalty. Satisfied customers are more likely to repurchase products and recommend the company to others.

In this study, the majority of customers stated that they are willing to purchase products at Kopi Kenangan again because the service and product quality are considered good. This indicates that the quality of human resources has a significant influence on building customer loyalty.

5.4. The Relationship Between Human Resource Quality and Customer Satisfaction through the TQM Approach

The research results show that HR quality and the implementation of TQM are closely linked to maintaining customer satisfaction at Kopi Kenangan Pamekasan.

Employees with good communication skills, work discipline, a friendly attitude, and the ability to collaborate can create a positive experience for customers. Customers evaluate not only product quality but also how they are treated during the service process.

The implementation of TQM helps the company maintain service quality through: implementing SOPs, providing on-the-job training, conducting service evaluations, and monitoring employee work quality.

This aligns with Ishikawa's (1985) view that quality focuses not only on the product but also on overall customer satisfaction. In this study, it can be seen that high-quality human resources can enhance customer satisfaction. Conversely, if service quality declines, customer satisfaction may also decrease.

Therefore, Kopi Kenangan needs to continue improving HR quality through on-the-job training, service evaluations, and more effective workforce management to ensure service quality is maintained and customer satisfaction continues to rise.

6. Conclusion

Based on the results of the study titled "Analysis of Human Resource Quality in Maintaining Customer Satisfaction at Kopi Kenangan in Pamekasan through the Total Quality Management Approach," it can be concluded that the quality of human resources (HR) plays a very important role in maintaining and improving customer satisfaction at Kopi Kenangan in Pamekasan.

The research findings indicate that the majority of Kopi Kenangan employees have been able to provide good service to customers. This is evident from their friendly attitude, good communication skills, work discipline, and their ability to collaborate when serving customers. The service provided creates a sense of comfort for customers, resulting in the majority of customers feeling satisfied with the service they receive.

Additionally, the implementation of Total Quality Management (TQM) principles at Kopi Kenangan is already quite effective. This is evident from the presence of standard operating procedures (SOPs), employee training programs, service quality monitoring, and the company's efforts to maintain consistency in product and service quality. The application of TQM helps the company foster a work culture focused on quality and customer satisfaction.

However, this study also identified several challenges in service delivery, particularly when outlets are crowded during certain hours. Long customer lines cause service to slow down, leading some customers to feel they must wait quite a while to receive their orders. This situation indicates that the company still needs to improve the effectiveness of its human resource management and service systems to ensure service quality is maintained under any circumstances.

Based on the research findings, it can be concluded that the quality of human resources is closely linked to customer satisfaction. The better the quality of service provided by employees, the higher the level of customer satisfaction. Therefore, improving the quality of human resources through a Total Quality Management approach is crucial to ensure the company can maintain customer loyalty and enhance business competitiveness.

7. Recommendations

Based on the research findings, the researcher offers several recommendations intended to serve as a basis for evaluation and improvement for Kopi Kenangan Pamekasan in enhancing service quality and customer satisfaction. Kopi Kenangan is encouraged to continue improving human resource quality through regular on-the-job training, particularly in customer service, communication, and teamwork. Such training is essential so that employees can provide more professional, prompt, and consistent service, ensuring customers feel comfortable during their visits.

Additionally, the company needs to evaluate its service system, especially during peak hours such as in the afternoon and on weekends. Based on the research findings, long customer lines at certain times cause service to slow down. Therefore, the company may consider increasing the number of employees or implementing more effective task distribution to ensure the service process runs more efficiently and customers do not have to wait too long.

Kopi Kenangan is also expected to maintain a work culture that is friendly, disciplined, and service-oriented, as employees' attitudes and behavior are key factors influencing customer satisfaction. Good service not only satisfies customers but also enhances their loyalty to the company.

For employees, it is hoped that they will continue to improve their communication skills, discipline, and sense of responsibility in their work. Employees need to maintain a friendly, polite, and responsive attitude toward customers to foster a good relationship between the company and customers. Additionally, collaboration among employees should be enhanced to ensure service runs more effectively, especially when the outlet is busy.

For customers, it is hoped that they will provide constructive criticism and suggestions regarding the service provided by Kopi Kenangan. Customer feedback is crucial for the company as a basis for evaluation to improve service quality and address existing shortcomings.

Furthermore, future researchers are encouraged to expand upon this study by incorporating additional variables such as customer loyalty, employee work motivation, product quality, or organizational culture to yield broader and more in-depth research findings. Subsequent studies may also employ quantitative methods or conduct comparisons with other coffee shops to produce more diverse and comprehensive results.

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