

# JIMB\_2023 - Analysis of Identifying Company Operational System Development utilizing the Quality Function Deployment Approach - evan

*by Khaerul Rizal*

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## Analysis of Identifying Company Operational System Development utilizing the Quality Function Deployment

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### Abstract

Performance is a key part in management's work in managing an organization, hence it is critical for management to recognize and comprehend many significant aspects of employee performance, both in terms of causes and effects. Employee performance is impacted by a variety of factors, both internal to the workforce and external to the government, firm, or organizational environment. Aside from human effect on a person's performance in carrying out their tasks, there are other elements such as information that promotes job satisfaction, so that each employee is required to create their own initiative in carrying out all of their obligations. One of the firms in Indonesia that felt the impact complained about performance issues, making it impossible to grow the company's management system. The majority of the issues arise from employee performance and a lack of knowledge about the company's operational management system, which limits the scope of optimizing the company's operational performance. The QFD calculations revealed that employees must be able to offer good output/results for the organization, increase technical abilities in running work facilities while working, and be time disciplined. Aside from that, staff must have mental talents such as issue analysis and decision making, as well as the ability to give consumers with product assurances.

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## INTRODUCTION

Industrial rivalry is presently encountering increased hurdles in both manufacturing and services. Customer wants for products and services have been discovered over time in terms of both quantity and quality. As a result of this occurrence, prioritising quality will give a competitive edge in the battle for market supremacy. Not every firm can reach high quality. There are several challenges associated with high-quality items that businesses must overcome and manage in order to develop and preserve company continuity, (Amelikeh Confidence E. N., 2020), (Omicha Anuchitchanchai Phathinan Thaitathkul, Punyaanek Srisurin, Saksith Chalermpong, 2021), (Amelikeh Confidence E. N., 2020).

<sup>12</sup>Human resources play a significant role in achieving an organization's goals. As a result, an organization's attempts to sustain its existence or development are becoming increasingly dependent on human resource management. Performance is a key part in management's work in managing an organization, hence it is critical for management to recognize and comprehend many significant aspects of employee performance, both in terms of causes and effects. Performance is the work outcome that a

person or group of individuals in a firm may produce in line with their particular authority and duties in order to meet organizational goals in a legal, ethical, and morally sound manner. Enhancing employee performance is essential for the firm to thrive in a volatile competitive environment, (Third et al., 2023), (Kosasih, 2022), (Amelikeh Confidence E. N., 2020), .

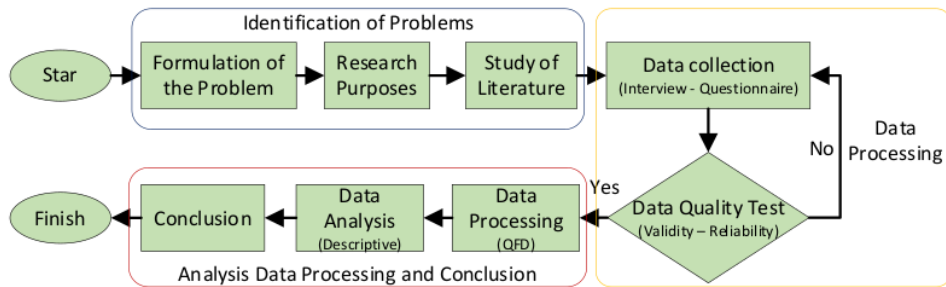
Numerous factors, including those pertaining to the workforce and the government, business, or organizational environment, have an impact on employee performance. Aside from human impact on an individual's ability to perform their job, there are additional elements that support the production of acceptable work outcomes that meet the standards set by an organization's or agency's leadership. Information that promotes job happiness is also a component to consider, as each employee is expected to be able to take the initiative to fulfill all of their tasks, (Graduate Management Admission Council, 2020). Systems, databases, and networks that make up information capital readiness are elements that can provide value in the modern business. As a result, businesses ought to start creating and focusing especially on information as a resource that offers a way to gather and apply knowledge efficiently. Since enterprises will benefit from the ever-accelerating digital advancements that shape information technology today, (Lenny & Kridanto, 2019), (Erick Frick, 2019).

One of the affected organizations in Indonesia was complaining about performance issues, which made it extremely challenging to build the management system for the organization. Producers have a long list of procedures to follow, which include ordering raw materials, going through several production steps, checking for quality, and finally, and often very slowly, making delivery. The subsequent production process will be hindered if one is, (Tarunokusumo et al., 2022), (Syahputra & Andriani, 2021), (Mufti et al., 2020), (Sistem et al., 2019).

Based on the issues mentioned above, it is evident that the majority of issues are related to employee performance and the less-than-ideal implementation of information systems in relation to the business's operational management system, which affects the extent to which the operational performance of the business can be optimized, (Syahputra & Andriani, 2021), (Indraswari & Martono, 2020), (Sistem et al., 2019), (Muliadi, 2019).

## **METHOD**

The actions that will be taken in research to accomplish the intended aims are referred to as research methodology. This study makes use of. The following image illustrates the steps of the research:



**Figure 1:** Research Methodology

An explanation of the work stages of the research methodology in the picture above is as follows:

1. Problem identification consists of problem formulation, research objectives, and literature study
2. Data processing consists of data collection using interviews, questionnaires and documentation methods as well as data quality testing measured by validity and reliability tests.
3. Analysis data processing and conclusion consists of QFD data processing which aims to determine customer needs (WHATs) and technical requirements (HOWs) as well as QFD/HoQ data analysis with the following steps: ITC, CSP, Goal, IR, Sales Point, Raw Weight, Normalized Raw, and data analysis were carried out using descriptive methods, (Nurhayati, 2022), (Andhika W, 2021), (Dewi et al., 2020), (Maligan et al., 2020), (Tjaja et al., 2020).
4. The conclusion aims to determine decisions regarding the research results.

## 1. Quality of Service

Service quality must start from customer needs and end with the customer's perception of the service quality and superiority of a service as a whole. Kotler and Keller's (Kotler et al., 2018) five main dimensions of service quality include:

- a. Physical evidence (Tangibles), namely a form of actual physical actualization that can be seen or used by employees and can be felt by consumers.
- b. Reliability, namely the ability to provide promised services promptly, accurately and satisfactorily.
- c. Responsiveness, namely the confidence of employees to help customers and provide responsive service.
- d. Guarantee (Assurance), covers the knowledge, abilities, politeness and trustworthiness of employees.

- e. Empathy, includes ease of relationships, good communication, personal attention, and understanding the needs of customers.

## <sup>7</sup> 2. Data Collection Techniques

Data collection was carried out by interviews and distributing questionnaires to company employees directly related to the employee's work processes, the aim was to determine the level of performance satisfaction that occurred in the company.

<sup>17</sup> The data collection techniques used in this research are:

### a. Interview

<sup>9</sup> Interviews are a data collection technique carried out face to face and direct question and answer between researchers and sources. In this research, direct interviews were conducted with company owners to obtain technical response data, relationship matrices and technical response correlations.

### b. Questionnaire

<sup>7</sup> A questionnaire is a data collection technique where respondents fill in questions or statements on a questionnaire. Determining the sources <sup>3</sup> in this study used a probability <sup>25</sup> sampling technique, with sample determination using a simple random sampling technique. The number of respondents was obtained using the Slovin <sup>8</sup> method with the following formula:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n = Sample size/number of respondents

N = Population size

e = Percentage of allowance for sampling error accuracy: e = 0.1

### c. Documentation

<sup>31</sup> Documentation is a data collection technique carried out by studying notes, archives and collecting references originating from literature studies and documents originating from previous research that are relevant and related to the problem to be researched or analyzed.

## <sup>18</sup> 3. Data Quality Test

### a. Validity test

The validity test is used to prove that respondents are given the opportunity to give answers that disagree, quite agree, agree, and strongly agree to the statements in the questionnaire with

<sup>2</sup> various answers. The reliability test of the questionnaire results instrument using the product  
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moment correlation method is declared <sup>14</sup> valid if the corrected item-total correlation value is greater than 0.30, as follows:

$$r_{xy} = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{\{n \sum x^2 - (\sum x)^2\}\{n \sum y^2 - (\sum y)^2\}}}$$

Information:

- <sup>4</sup>  $r_{xy}$  = Correlation Coefficient between variable x and variable y
- $\sum xy$  = The number of multiplications between variables x and y
- $\sum x^2$  = The sum of the squares of the x values
- $\sum y^2$  = The sum of the squares of the y values
- $(\sum x)^2$  = The sum of the x values is then squared
- $(\sum y)^2$  = The sum of the y values is then squared
- n = Number of respondents

#### b. Reliability Test

Reliability testing is used to ensure that respondents provide answers that are fixed, consistent, and do not change when answering questions in the questionnaire whether asked yesterday, today or tomorrow. Testing variable values using the Cronbach alpha method is declared reliable if the Cronbach alpha value is above 0.6, as follows:

$$r_{11} = \left( \frac{n}{n-1} \right) \left( 1 - \frac{\sum \sigma_t^2}{\sigma^2} \right)$$

Information:

- <sup>20</sup>  $r_{11}$  = Alpha reliability coefficient
- n = Number of question items
- $\sum \sigma_t^2$  = Number of item variants
- $\sigma^2$  = Total variance

#### 4. Quality Function Deployment (QFD)

One approach to service quality that is often used as a reference in research on customer satisfaction is the QFD model developed by Yoji Akao (1972), (Budianti et al., 2019). QFD is a structured product or service planning and development, which allows the development team to clearly determine the respondents' wants and needs and then carry out a systematic evaluation of their ability to produce products or services to satisfy the respondents, (Kasus & Taman, 2023). (Dara, 2023), (Ginting & Riski Satrio, 2020), (Ekasari et al., 2019). The aim of developing the QFD concept is to provide customer satisfaction, by improving the maximum level of quality and conformity at each stage of product or service development. Because basically a product that has

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been produced perfectly does not mean it has provided customer satisfaction. The most important thing is whether the customer needs a product or service according to his wishes, (Asadabadi et al., 2023), (Bahia et al., 2023), (Ginting et al., 2020), (*DETERMINING SERVICE IMPROVEMENT PRIORITIES USING THE KANO AND QFD METHOD*, 2019). QFD attempts to translate what customers need into what the company produces. This is done by involving customers in the product or service development process as early as possible. Thus, QFD allows a company to prioritize customer needs, find innovative responses to these needs, and improve processes until maximum effectiveness is achieved, (Hariri et al., 2023), (Numianto, 2022), (Dian & Sucipto, 2021), (Jaqin et al., 2020), (Ririh & Nugroho, 2019). The QFD structure is usually described in the House of Quality.

a. Relationship Matrix Preparation Procedure

– Customer Needs (WHATs) Collection Process

Voice of customer is obtained using two methods, namely by direct interviews and giving questionnaires to respondents. The questionnaire was prepared based on questions related to the satisfaction felt by respondents and their desire for productivity and performance motivation. The sampling method uses simple random sampling.

– Preparation of Technical Requirements (HOWs)

The company identifies technical needs that match the respondents' desires and needs. These conditions show how the company will respond to what respondents want.

b. Procedure for Preparing QFD Data Analysis (House of Quality Matrix/Planning Matrix)

The next stage is to prepare a planning matrix containing important information, data about the attributes of the problem, namely:

– Respondent's level of interest (Importance to Customer/ITC)

Used to determine the extent to which respondents provide an assessment of the respondents' existing needs. Identification of respondents' level of importance is carried out through questionnaires and rankings to find out which variables are important to respondents.

– Measurement of respondents' level of satisfaction with company support (Customer Satisfaction Performance/CSP).

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Used to measure the level of satisfaction of respondents after the support and facilities that will be analyzed. Calculated by the formula:

$$CSP = \frac{\sum_i^{13} (\text{Number of respondent at performance value } i)}{(\text{Total Number of respondent})}$$

– Target (Goal)

This target value is determined by the company to achieve the level of satisfaction desired by respondents.

– Improvement Ratio (IR)

The improvement ratio is a comparison between the company's expected value and the respondent's level of satisfaction with a product. Calculated by the formula:

$$IR = \frac{Goal}{CSP}$$

– Selling Point (Sales Point)

Selling point is the contribution of a respondent's needs to the product's selling power. The assessment of selling points consists of:

1 = No selling point

1.2 = Intermediate selling point

1.5 = Strong selling point (Cohen, 1995: 112)

– Raw Weight

Raw Weight is the overall value of the data included in the planning matrix for each respondent's needs for further improvement processes in product development efforts. Calculated by the formula:

$$Raw\ Weight = (ITC) \times (IR) \times (Sales\ Point)$$

– Normalized Raw Weight

Normalized Raw Weight is the value of Raw Weight which is made on a scale between 0 – 1 or made in percentage form. Calculated by the formula:

$$Normalized\ Raw\ Weight = \frac{Raw\ Weight}{\sum Raw\ Weight}$$

## RESULTS AND DISCUSSION

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### 1. Data Collection Techniques

The data collection techniques used in this research are:

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- a. To gather technical response data, relationship matrices, and technical response correlations, in-person interviews with business owners were undertaken.
- b. Out of 81 respondents, 45 respondents were chosen at random to complete the questionnaire for this study, which was given to respondents who were workers of the organization. Since there were less than 1000 responders in the population, the sample size was determined using the Slovin formula, with a 90% confidence level. Thus, the following is the total number of participants in this study:

$$n = \frac{81}{1 + 81(0,1)^2} = 44,75 \approx 45 \text{ responden}$$

- c. The process of gathering information and obtaining references from literature reviews and pertinent papers pertaining to research on the issue under investigation or analysis is the documentation for this study.

## 2. Methods for Compiling and Analyzing QFD Data

Organizations can use QFD to prioritize customer demands, identify creative ways to meet those needs, and keep improving processes until they reach optimal performance. Determining the Needs of Respondents Preliminary research on the company's goods and services was done in order to determine the demands of the respondents in this study. It is evident from the observational data that the respondents require improved service.

### a. The Method of Gathering Customer Feedback via Surveys

Two techniques are used to gather customer voice: conducting in-person interviews and providing respondents with questionnaires. The following information about respondents' degree of interest has been gathered to be provided to respondents (what): 1. Mental capabilities, such as problem-solving and decision-making; 2. Education and training relevant to responsibilities and job; 3. Technical proficiency in using workplace equipment; 4. Effective communication while engaging with coworkers, supervisors, and responders; 5. Technical proficiency to finish the task; 6. Decision-making and problem-solving skills; 7. Knowledge of assisting jobs and businesses; 8. Production of goods in the amounts specified by the business; 9. Delivering quality output or outcomes for the business; 10. Timely completion of work; 11. Time management; and 12. Teamwork and pressure-filled work.

### b. How to Prepare Technical Interests

The business determines what the respondents want and need in terms of technology. This instance demonstrates how the business satisfies the desires of its respondents. The degree of technological significance that the company provided is as follows: 1. Education and training; 2. Business practices in every division; 3. Consumers are guaranteed a product; 4.

Infrastructure facilities facilitate duties and work; 5. Regular audits to monitor the company's progress; 6. Work facility inventory; 7. Hardware support and assistance; 8. Data bank to store work results data; 9. Software support and assistance; 10. Standard operating procedures (SOP) in every department; 11. Customer commitment and service targets; and 12. Specified product standards

c. Test of Data Quality

The outcomes of data processing with SPSS version 25 software for reliability testing with the Cronbach alpha method and validity testing with the Product Moment method, both of which produced test value results above the regulatory criteria, namely 0.6 and 0.3, respectively. Thus, all of the inferences drawn from the available facts are accurate and legitimate.

d. Creating a Planning Matrix for the House of Quality

Following receipt of the customer's voice, the following data from the QFD table is included in a planning matrix:

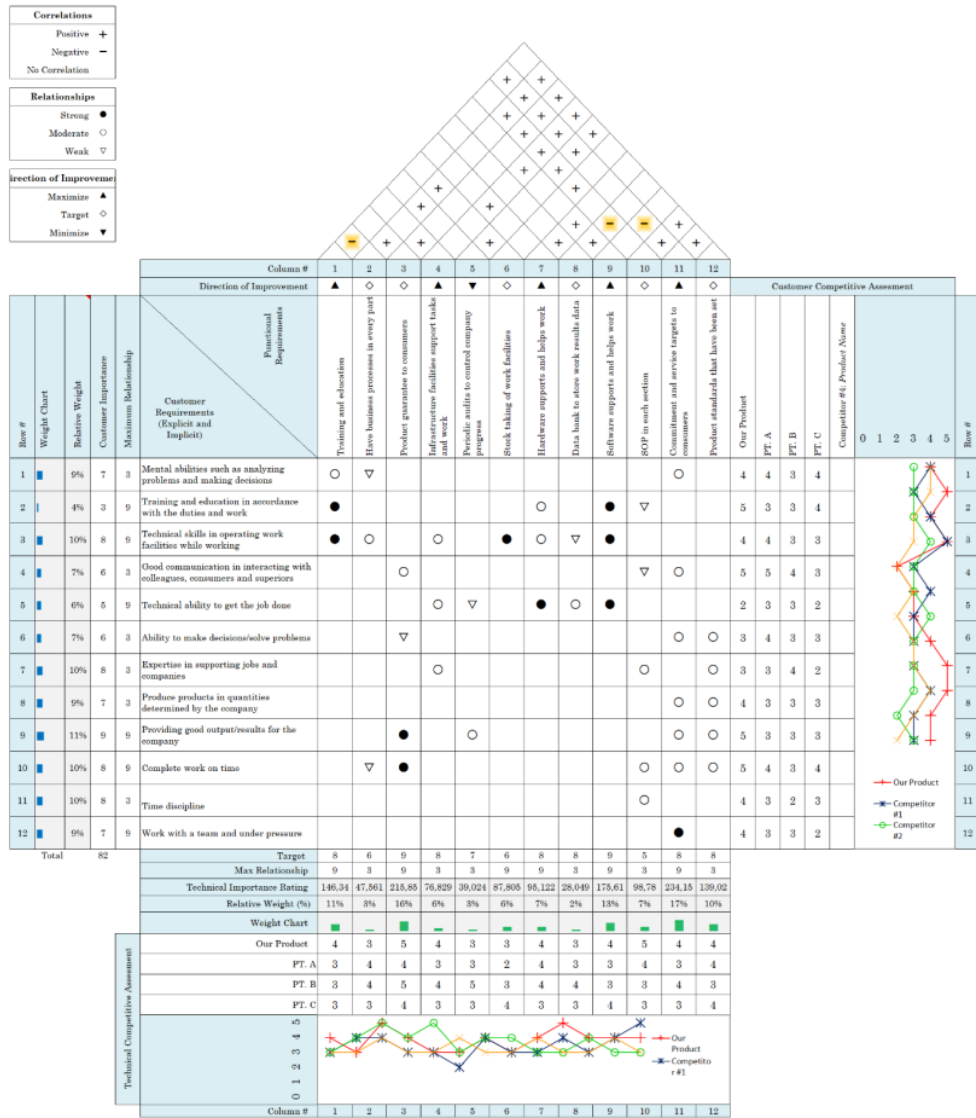


Figure 2: House of Quality

e. Evaluation

The company's priority order for immediate improvement is known based on the above priority determination since it is a priority for respondents in order from the most important, as shown in the table:

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**Table 1:** Respondent's Level of Interest Value

No.	Respondent's Level of Interest	Customer Importance
1	Mental abilities such as analyzing problems and making decisions	3
2	Training and education in accordance with the duties and work	6
3	Technical skills in operating work facilities while working	2
4	Good communication in interacting with colleagues, respondents and superiors	4
5	Technical ability to get the job done	5
6	Ability to make decisions/solve problems	4
7	Expertise in supporting work and companies	2
8	Produce products in quantities determined by the company	3
9	Providing good output/results for the company	1
10	Complete work on time	2
11	Time discipline	2
12	Work with a team and under pressure	3

Three inferences that represent the top priorities of the company's employees according to the respondent's degree of interest can be made from the following table:

1. Deliver quality work and outcomes for the business.
2.
  - a. Technical proficiency in using work equipment while at work.
  - b. Finish tasks on schedule.
  - c. Time management.
3.
  - a. Mental skills like problem-solving and creativity.
  - b. Function both under pressure and as a team.
  - c. Produce goods in the amounts that the business specifies.

**Table 2:** Level of Engineering Importance Value

No.	Level of Engineering Importance	Technical Importance Rating
1	Training and education	4
2	Have business processes in every part	7
3	Product guarantee to consumers	2
4	Infrastructure facilities support tasks and work	6

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5	Periodic audits to control company progress	7
6	Stock taking of work facilities	6
7	Hardware supports and helps work	6
8	Data bank to store work results data	8
9	Software supports and helps work	3
10	SOP in each section	6
11	Commitment and service targets to consumers	1
12	Product standards that have been set	5

Three inferences may be made from the above table that represent the key objectives that employers should support in order to support employee success at the technical level. These are as follows:

1. Customer commitment and service goals.
2. Consumers' guarantee on the product.
3. Software facilitates and supports work.

## CONCLUSION

The QFD calculation's results showed that, for the respondent's level of interest, employees' ability to produce high-quality work products was the company's top priority. Thus, the workers at this company take their jobs very seriously. The employee's aspirations that they will be motivated to apply time management, finish tasks on schedule, and advance their technical proficiency in using workplace equipment rank second in importance. The third priority is that workers want to improve their mental skills, such as problem-solving and decision-making, in order to be able to collaborate with others and perform under pressure in order to produce goods in the amounts that the business specifies. In the meantime, the company's top focus in assisting staff members in meeting technical performance standards is their dedication to and service delivery to customers. The ability of the business to offer customers warranties for its items comes in second. The provision of software by employers to facilitate and support staff members' work so they may finish tasks and obligations on time is the third top priority.

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