

INTISARI

UMKM manufaktur minuman di Indonesia menghadapi tantangan pengendalian mutu produk yang ditandai oleh ketidakstabilan proses dan terjadinya produk cacat. CV Fans Food sebagai produsen minuman nanas VitaNas menunjukkan permasalahan mutu yang belum terpetakan secara sistematis sehingga upaya pengendalian mutu masih bersifat reaktif. Penelitian ini bertujuan untuk memetakan permasalahan pengendalian mutu serta mengukur tingkat penerapan *Total Quality Management (TQM)* menggunakan pilar *customer focus*, *continuous improvement*, *employee involvement* sebagai dasar perumusan usulan perbaikan. Penelitian menggunakan pendekatan terapan dengan desain deskriptif kualitatif yang didukung data kuantitatif. Tahap kualitatif dilakukan melalui observasi partisipatif dan wawancara semi-terstruktur untuk memetakan permasalahan mutu dan mengidentifikasi pilar TQM yang paling lemah. Hasil pemetaan menunjukkan bahwa pilar *continuous improvement* dan *employee involvement* merupakan pilar terlemah. Tahap kuantitatif selanjutnya dilakukan melalui survei kuesioner untuk mengukur tingkat penerapan kedua pilar tersebut. Hasil pengukuran menunjukkan bahwa pilar *employee involvement* memiliki tingkat penerapan terendah dan berkontribusi signifikan terhadap permasalahan mutu produk. Berdasarkan temuan tersebut, penelitian ini merumuskan rekomendasi perbaikan yang berfokus pada penguatan keterlibatan karyawan dalam sistem pengendalian mutu guna meningkatkan kualitas produk dan keberlanjutan kinerja operasional.

Kata Kunci: Pengendalian mutu, Total Quality Management (TQM), UMKM Manufaktur Minuman, Customer Focus, Continuous Improvement, Employee Involvement.

ABSTRACT

Small, and medium-sized enterprises (SMEs) in the beverage manufacturing sector in Indonesia face significant challenges in product quality control, characterized by process instability and the occurrence of defective products. CV Fans Food, a producer of VitaNas pineapple beverages, exhibits quality-related problems that have not been systematically identified, resulting in quality control efforts that remain largely reactive. This study aims to map quality control problems and to measure the level of Total Quality Management (TQM) implementation using the pillars of customer focus, continuous improvement, and employee involvement as the basis for formulating improvement recommendations. The study employs an applied research approach with a descriptive qualitative design supported by quantitative data. The qualitative phase was conducted through participatory observation and semi-structured interviews to map quality-related problems and to identify the weakest TQM pillars. The results of the qualitative mapping indicate that continuous improvement and employee involvement are the weakest pillars. Subsequently, the quantitative phase was carried out through a questionnaire survey to measure the level of implementation of these two pillars. The measurement results reveal that employee involvement has the lowest level of implementation and contributes significantly to product quality problems. Based on these findings, this study proposes improvement recommendations focused on strengthening employee involvement within the quality control system in order to enhance product quality and ensure the sustainability of operational performance.

Keywords: Quality control, Total Quality Management (TQM), Beverage Manufacturing SMEs, Customer Focus, Continuous Improvement, Employee Involvement.