

Vol. 5 • No. 1 • Desember 2024

Page (Hal.) : 105-113

ISSN (online): 2746 – 4482

ISSN (print) : 2746 - 2250



Special Issue:

ICOMS 2024

The 5th International Conference on Management and Science

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Website : <http://www.openjournal.unpam.ac.id/index.php/SNH>

Strategy to increase Customer Satisfaction through Optimization Of Production Process, Price And Product Quality At PT. Lee Yin Gapura Garment Indonesia In Majalengka

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Abstract: This study aims to examine the strategies that can be implemented by PT. Lee Yin Gapura Garment Indonesia in Majalengka in increasing customer satisfaction through optimization of production processes, prices, and product quality. The main focus of the study is to understand how these three aspects can be integrated effectively to create added value for customers and increase the company's competitiveness in the garment industry. Optimization of the production process involves improving operational efficiency and utilizing the latest technology. Competitive pricing is carried out by considering the balance between production costs and market expectations. Product quality is improved through strict quality control and innovation in design and raw materials. The results of the study show that good integration between production process optimization, appropriate pricing, and consistent quality control can significantly increase customer satisfaction and have a positive impact on the company's business growth.

Keywords: Price; Product Quality; Production Process

INTRODUCTION

At this time the competition in the industrial world has increased rapidly. If there is a company that does not change and improve a more effective and advanced strategy then be prepared to disappear from the market, so it is not surprising that all companies compete with each other in the industrial world to increase their productivity with the ultimate goal of providing maximum service to their respective customers.

This is also done by PT. Lee Yin Gapura Garment Indonesia. PT Lee Yin Gapura Garment Indonesia is one of the companies engaged in the apparel industry. To continue to get special attention from customers and provide satisfaction to its customers, PT. Lee Yin Gapura Garment also made breakthroughs in terms of industry by improving the system they use. So that the production process of a product, price negotiations and product quality can get maximum results and run efficiently. With these things, customer satisfaction will be maintained properly.

Customer satisfaction is one of the key factors in the success and sustainability of a company, especially in the highly competitive garment industry. PT. Lee Yin Gapura Garment Indonesia, as one of the main players in this industry, continues to strive to improve customer satisfaction through various effective strategies. In the context of global competition and increasingly high market demands, optimization of production processes, competitive pricing, and improvement of product quality are very important to achieve these goals.

Optimizing the production process is a strategic step to increase efficiency and effectiveness in every stage of production. Through the application of modern technology, good supply chain management, and human resource development, companies can produce products at lower costs, faster production times, and higher quality. This not only increases productivity, but also provides greater customer satisfaction through better and more consistent products.

Problems often faced in the production process are efficiency and productivity, raw material management, human resources. *Bottleneck* is a problem that must be avoided in the productivity of a production process, a bottleneck in the production line can inhibit the flow of production which can cause delays and inefficiencies. *Bottleneck* or bottleneck is a stage in the production process where the production capacity is lower than other stages, causing obstacles to the overall production flow. Identification and management of *bottlenecks* are very important to improve factory efficiency and productivity. In addition to *bottlenecks*, incorrect production time management will also result in inconsistencies in the delivery schedule. In addition to efficiency and productivity, problems that are often faced in the production process are Raw material management. Dependence on certain suppliers can cause problems if there is a delay or shortage of raw materials. In addition, inconsistent raw material quality will cause the final product to have different qualities. The third problem that often arises in the production process is that the machine used in the production process is too old. Machines, equipment, and systems that are outdated and no longer meet current standards of efficiency, reliability, or capability. So that the use of obsolete machines can reduce the efficiency, quality and competitiveness of the company. The fourth problem that companies often face in the production process is human resources itself. Lack of adequate skills and training for workers can reduce the quality and efficiency of production.

Competitive pricing is also an important aspect in the strategy to increase customer satisfaction. By conducting in-depth cost analysis and implementing a value-based pricing strategy, PT. Lee Yin Gapura Garment Indonesia offers fair and competitive prices to customers. The right discounts and promotions can also attract new customers and retain existing customers, thereby increasing customer loyalty to the company.

In the context of the garment industry, controlling production costs involves various factors, including raw material costs, labor, overhead, and production technology. One of the main issues is how companies can optimize production processes to reduce costs without sacrificing product quality. In addition, fluctuations in the prices of raw materials such as cotton and chemicals used in the dyeing process can have a significant impact on production costs. Effective pricing is also a major challenge. Companies must be able to set competitive prices to attract customers, while ensuring sufficient profit margins to maintain business continuity. In facing competitors who are also trying to offer the best prices, PT. Lee Yin Gapura Garment Indonesia needs to develop a pricing strategy that is adaptive and responsive to market changes. In addition, companies must consider the value perceived by customers. Value-based pricing requires a deep understanding of customer preferences and perceptions of the product. Failure to understand customer needs and wants can result in inappropriate pricing, which in turn can reduce customer satisfaction and loyalty. Another issue faced is how to utilize technology and data analytics to support pricing decision making. Technologies such as Enterprise Resource Planning (ERP) systems and data analytics can provide valuable insights into production costs and customer behavior. However, the

implementation and integration of these technologies often requires significant investment and changes in organizational culture.

Product quality is a crucial factor that directly affects the level of customer satisfaction. High-quality products not only meet customer needs and expectations, but also build trust and loyalty to the brand. Through strict quality control, product innovation, and the use of high-quality materials, PT. Lee Yin Gapura Garment Indonesia is committed to continuing to provide superior products to its customers.

One of the main problems faced in maintaining product quality is quality control during the production process. The production process that involves many stages, from raw material selection to final finishing, requires strict quality control at every stage. Non-conformity in one of the production stages can have a negative impact on the quality of the final product, which in turn can reduce customer satisfaction.

In addition, fluctuations in the quality of raw materials are also a major challenge. As a garment company, PT. Lee Yin Gapura Garment Indonesia is highly dependent on raw materials such as fabrics, yarns, and other complementary materials used in garment manufacturing. Variations in the quality of raw materials can result in inconsistencies in the final product. Although the company strives to establish long-term relationships with reliable suppliers, the risk of inconsistent quality remains. Production technology and workforce skills also play an important role in determining product quality. Although investment in modern production technology can improve quality, the implementation of such technology requires adequate training for employees. The inability of the workforce to operate sophisticated machines and equipment can result in production defects and products that do not meet quality standards. In addition, compliance with international standards and regulations such as APEO and AZO testing is also a significant challenge. Products that do not meet these standards can not only damage the company's reputation but can also result in product withdrawals from the market and loss of customer trust. Therefore, the company must ensure that all products meet the quality and safety requirements set by the relevant authorities.

The three things above are always maintained by PT. Lee Yin Gapura Garment Indonesia so that customers remain loyal to the company and always give orders to PT. Lee Yin Gapura Garment Indonesia. The following are orders received by PT. Lee Yin Gapura Garment Indonesia in the last 3 years:

Table 1. Number of Orders Received PT. Lee Yin Gapura Garment Indonesia 2021 - 2024

No.	Year	Month	Number of Orders
1	2021	January - December	32,738,819
2	2022	January - December	28,362,917
3	2023	January - December	29,446,101
4	2024	January - December	34,152,030

Source PT. Lee Yin Gapura Garment Indonesia

From the table data above shows that the orders received by PT. Lee Yin Gapura Garment Indonesia did not experience significant changes so that there was an increase in orders from year to year. This indicates that customers are satisfied so they continue to place orders at PT. Lee Yin Gapura Garment Indonesia.

LITERATURE REVIEW

Customer satisfaction is one of the key factors that influence the success and growth of a company. In the garment industry, customer satisfaction can be influenced by various factors, including production processes, prices, and product quality. This study aims to explore strategies that can be used by PT. Lee Yin Gapura Garment Indonesia in Majalengka to improve customer satisfaction by optimizing these three factors.

Customer satisfaction is one of the goals that is the ultimate target of the company so that the business they build will increase and profitability will also increase. According to Lupiyoadi in (Henny Mahmudah: 2019) customer satisfaction is a feeling of pleasure for a product and service felt by the customer indicating that the customer is satisfied. Meanwhile, according to Tjiptono in (Henny Mahmudah: 2019) customers who are satisfied with a product and service will provide good information to other customers.

To maintain customer satisfaction, PT. Lee Yin Gapura Garment Indonesia optimizes the production process so that the quality and timeliness are in accordance with what is expected by the customer. One of the most important factors in the production process is machine performance. The machine is the main tool in making products. Good machine performance is obtained from good machine maintenance, and vice versa. So that regular machine maintenance must still be maintained. According to Heizer (2011:356), maintenance includes all activities related to keeping all system equipment working. Meanwhile, according to Tampubolon (2004:247), maintenance is all activities including keeping equipment and machine systems always able to carry out orders or management of equipment and machines that remain ready for use.

In addition to optimizing the production process, competitive pricing can affect customer satisfaction. Kotler and Keller (2016) explain that an effective pricing strategy must consider production costs, customer perceived value, and competitor prices. Fair and transparent pricing can increase customer value perceptions.

Discount and promotion strategies can increase the attractiveness of a product in the eyes of customers. Ailawadi, Lehmann, and Neslin (2001) showed that well-designed promotions can increase sales and customer satisfaction, as long as they do not sacrifice product quality.

Dynamic price adjustments based on demand and market conditions can also improve customer satisfaction. Elmaghraby and Keskinocak (2003) stated that flexible pricing strategies allow companies to adjust prices to optimize revenue while maintaining customer satisfaction.

In order to maximize customer satisfaction, companies must maintain the quality of the products they produce. Setting and maintaining high quality standards is key to customer satisfaction. Garvin (1987) defines product quality based on eight dimensions, including performance, features, reliability, and durability. Implementing a quality management system such as ISO 9001 can help companies achieve and maintain these quality standards.

Effective quality control involves monitoring and testing products to ensure that they meet standards. Deming (1986) emphasized the importance of using statistical quality control techniques to identify and correct product defects before they reach customers.

RESEARCH METHODOLOGY

In this study, the researcher used a qualitative approach with a *case study research type* and is descriptive. According to Denzin and Lincoln, qualitative research is research that uses a natural setting, with the intention of interpreting the phenomena that occur and is carried out by involving various existing methods. A qualitative approach is an important approach to understanding a social phenomenon and the perspective of the individual being studied. A qualitative approach is also one in which the research procedure produces descriptive data in the form of words that are written or spoken from the behavior of the people being observed.

In this study, the type of research used is case study research. According to Suharsimi Arikunto, case study is an approach that is carried out intensively, in-depth and in-depth towards certain symptoms.

The definition of a case study according to Basuki is a form of research or study of a problem that has a specific nature, can be done either with a qualitative or quantitative approach, with individual or group targets, even the wider community. While Stake added that the emphasis of the case study is to maximize understanding of the case being studied and not to obtain

generalizations, the case can be complex or simple and the time to study can be short or long, depending on the time to concentrate.

The design used is a single case design, which is a case study research that emphasizes research on only one case unit. So researchers focus on one particular object that studies it as a case. Case study data can be obtained from all parties concerned, in other words, in this study it was collected from several sources. The main objective of the research is not to generalize the results, but rather the success of a treatment at a certain time. The advantage of using this research design is that changes can be used in the middle of research or intervention on clients.

Sudjana and Ibrahim explain research as an activity carried out systematically to collect, process, and conclude data using certain techniques in order to find answers to the problems faced. A good case study must be carried out directly in the real life of the case being investigated. However, case study data can be obtained not only from the case being studied but also from all parties who know and understand the case well. According to Bungin, an interesting case study is the freedom of researchers to research their research objects and the freedom to determine the domain they want to develop.

While the nature of the research is a procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. Thus it can be said that qualitative research can be interpreted as field research that attempts to reveal the symptoms of a particular object with words as well as to develop or describe certain phenomena according to what is found in the field.

B. Place and Time of Research

This research was conducted at PT. Lee Yin Gapura Garment Indonesia in Majalengka, West Java.

C. Research Subjects The researcher determined the characteristics of the subjects in this study were three clients of PT. Lee Yin Gapura Garment Indonesia who served as a manager.

D. Data Collection Techniques

To collect the necessary data, the author used the following methods:

1. Observation method

Observation is a research that is conducted by direct observation of the object being studied. By using the senses (especially the eyes) of events that are direct and can be captured at the time the event takes place. According to Nasution, observation is the basis of all science. Scientists can only work based on data, namely facts about the real world obtained through observation.

2. Ryerson, mentioned several observations:

- a. Participant Observation
- b. Non-participant observation
- c. Observation in natural or artificial settings
- d. Structured and unstructured observation
- e. Direct and indirect observation

Of the various types of observation methods, in this study the researcher used non-participant observation. The researcher is not directly involved in the life of the person being observed, and separately acts as an observer. In this case, observation is a structured observation, because the observed aspects of the activity are relevant to the problem and the purpose of the study by first determining in general what behavior is to be observed so that the selected problem can be solved.

3. Interview

Interviews are data that are often used in qualitative research. Interviews can be used if researchers find problems that must be studied, and researchers want to know things related to informants in more depth.

Thus, conducting an interview is in principle an effort to dig up more in-depth information from relevant sources in the form of opinions, impressions, experiences, thoughts and so on.

According to Sudjana, an interview is a process of collecting data or information through face-to-face meetings between the questioner and the person being asked or the person answering. Meanwhile, Esterbeg put forward several types of interviews, namely structured, semi-structured and unstructured interviews. So an interview is a data collection technique to obtain information that is extracted from direct data sources through conversation or questions and answers.

The interview was conducted in a structured form because the researcher used interview guidelines that had been systematically and completely arranged to collect the data. The guidelines used were only outlines of the problems to be asked.

4. Documentation

According to Gootshalk, experts often interpret documentation in two senses, namely, first, written sources for historical information, paintings, artifacts. Relics painted, and relics archaeological. Then the second one is intended for letters official state documents such as letters treaty, statute, grant concessions and others. As the opposite rather than documents can be in the form of writing, pictures or works monumental from someone. Document study is complement from use method observation and interview will be more credible and trustworthy if supported by written documents, pictures picture as well as audio visual recording.

E. Data Analysis Techniques

Miles and Huberman state that activities in analyzing qualitative data are carried out interactively and continuously, data analysis activities are:

1. Data reduction

Reducing data means summarizing, choosing the main points, focusing on the important things, looking for themes and patterns and discarding the unnecessary.

2. Data presentation

In qualitative research, data presentation can be done in the form of brief descriptions, charts, relationships and the like. According to Miles and Huberman, the most frequently used to present data in qualitative research is with narrative text. By presenting data, it will be easier to understand what is happening, plan further work based on what has been understood.

3. Verification

The third step in qualitative data analysis according to Miles and Huberman is drawing conclusions and verification. The initial conclusions presented are temporary, and will change if no strong evidence is found to support the next stage of data collection.

F. Data Validity Testing Plan/Triangulation Technique

Qualitative research must reveal objective truth. Therefore, the validity of data in a qualitative study is very important. Through the validity of data, the credibility (trustworthiness) of qualitative research can be achieved. In this study, to obtain data validity, triangulation was carried out. Triangulation itself is defined as a data collection technique that combines several existing data collection techniques and sources. Triangulation technique means that researchers use different data collection techniques to obtain data from the same source.

The interviews conducted used source triangulation, which means that researchers obtained data from different sources with the same technique. Triangulation with sources conducted in this study is: comparing interview results with the contents of related documents. Triangulation can be used to check the accuracy of data or to enrich data.

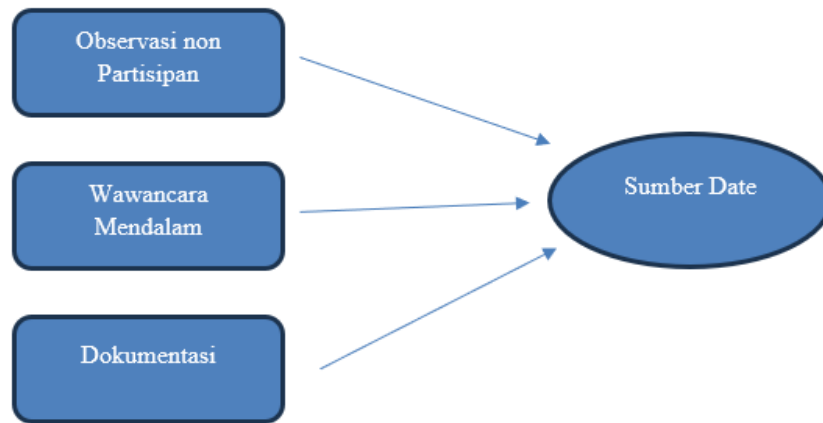


Figure 1. Triangulation “Data Collection Techniques” (Various data from the same source)

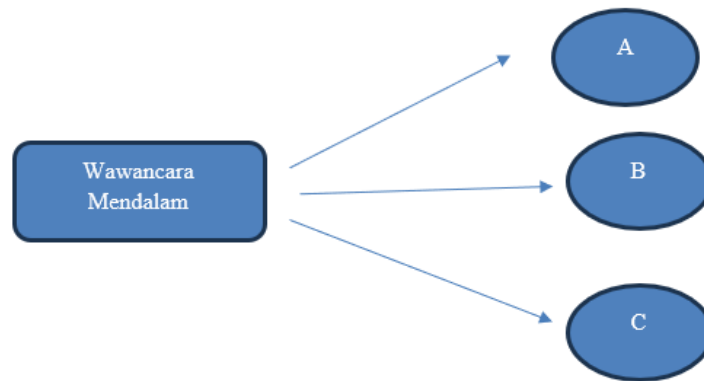


Figure 1. Triangulation “Data Collection Technique” (Various data from the same source)

RESULTS AND DISCUSSION

Interviews were conducted with three sources from PT. Lee Yin Gapura Garment Indonesia. This interview aims to find out what strategies are carried out by PT. Lee Yin Gapura Garment Indonesia to maintain customer satisfaction. The answers of each source will certainly be different, but basically they will lead to the same point which is the main goal of the company. From the results of the research conducted, the answers obtained from each source who works at PT. Lee Yin Gapura Garment Indonesia are as follows:

1. What are you do so that *Buyers* can get satisfaction with PT. Lee Yin Gapura Garment Indonesia?

Answer from CI Betty as *MD Development Manager*

- Become good co- worker , and flexible with *Buyer's request*. *Buyer* will feel satisfied If their work partners have characteristic flexible , meaning that coworkers are not tied to existing rules will but Still negotiable according to *buyer's request* If There is urgent matters
- Be proactive in communicating with buyers *and* always do monitoring as well as implementation in a new order planning or those that have been ordered by customers.

Answer from Mrs. Erin as *MD Production Manager*

- *Quality Assurance* , by maintaining strict quality control steps during the production process so that ... capable produce clothing that meets the standards expected by the Buyer or can even exceed those standards .



- Clear communication , ensuring transparent and open communication from moment accept order to delivery, and immediately solve the problems that occur so that the problem does not drag on .
- Delivery on time, send order on time according to the date agreed by both parties split party . Avoid delay in delivery that will make customers disappointed .

Answer from Mr. Niranjan as QC Manager

- Quality products , providing clothes quality height that meets customer expectations or even exceed them hope , among others ensure quality materials and strong stitching and neat *finishing* .
- On time delivery , always meet the delivery date according to customer requests, because delay will making customers disappointed and lost trust from customers.
- Always take care good communication with customers as well notify customers if There is potential delay or change production schedule .
- After purchase support , after purchase service while still doing communication follow -up so that customer satisfaction is maintained .

2. What are you do so that the Buyer continues to provide the order to PT. Lee Yin Gapura Garment Indonesia?

Answer from CI Betty as *Development Manager*

- Able to identify a a situation that does not go as expected or arises obstacles in achieving goals
- Able to solve problems that occur well
- Keeping materials coming in on time and Keeping good product quality .
- Make deliveries on time

Answer from Mrs. Erin as Production Merchandiser Manager

- Maintain consistent product quality across all orders so customers don't feel it disappointed
- Ensure reliability of the products produced so that created trust.trust from customers.
- Offering competitive prices without sacrifice quality , which means competitive prices but still produces good quality .

Answer from Mr. Niranjan as QC Manager

- Build Trust with customers is very important for businesses that have continuity long -term .
- Keep promises consistently means timely delivery and no delays delay in delivery.
- Providing products or services quality high , and offers Very good customer service so capable build trust with customers.
- Implement a loyalty program to give award to loyal customers for their support and Offer discount , offer exclusive , or special facilities to provide incentive to customers to continue give order.

CONCLUSION AND SUGGESTIONS

Research on strategies to increase customer satisfaction through optimization of production processes, prices, and product quality shows that more efficient and structured production processes have an impact significant on customer satisfaction. This is due to the increase production speed , decrease level errors , as well as reducing *lead time* . In addition, competitive prices without sacrifice product quality becomes factor the key to creating mark for customers. Reducing production costs through optimization allow company offering more attractive prices, while at the same time guard profitability . With competitive prices will always maintain product quality will make customers become satisfied . Consistent product quality that meets customer expectations is an important element in building long-term loyalty and satisfaction length . Optimization quality can be done through improvement of raw materials , control stricter quality , as well as product innovation that follows market trends and needs .



The Author's suggestion is for PT. Lee Yin Gapura Garment Indonesia to maintain product quality in order to continue to receive special attention from customers, so that customers will continue to give their orders to PT. Lee Yin Gapura Garment Indonesia. Because with good quality, of course, customers will feel satisfied. In addition, competitive prices and good service will make customers satisfied too.

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