

Optimizing the Implementation of Total Quality Management at Yamaha Flagship Shop Bandung

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Abstract

The implementation of this community service project stems from quality improvement issues at the Yamaha Flagship Shop Bandung. Implementing Total Quality Management (TQM) can resolve these specific quality challenges. To investigate this, a team of lecturers and students conducts field research as the primary methodological approach.

An optimal TQM framework maintains consistent service and product quality through strict, customer-oriented standardization. Therefore, the team optimizes TQM by focusing on service standardization through digitalization, human resource competency (employee involvement), product/spare part and repair quality control, customer-satisfaction supporting facilities (customer focus), and continuous improvement to successfully elevate the overall service quality at the Yamaha Flagship Shop Bandung.

Keyword: *Total Quality Management, Human Resource Competency, Quality Control, Customer Focus, Continuous Improvement*

Introduction

In a motorcycle service shop, Total Quality Management (TQM) acts as the engine that drives service excellence. Instead of treating quality as a final inspection check, TQM weaves continuous improvement into every single interaction, transforming how the business operates from the inside out. First and foremost, TQM shifts the entire team's focus directly onto the customer. Frontline staff and mechanics no longer just fix mechanical issues; they actively listen to the rider's concerns, provide transparent cost estimates, and explain repairs clearly. By putting the customer first, the shop builds a foundation of trust that turns one-time visitors into lifelong loyal clients. (Juhana et al., 2015; Foster & Sidharta, 2019; Manik et al., 2023).

TQM empowers every employee to take ownership of their work. Management encourages mechanics, service advisors, and parts managers to speak up about bottlenecks and suggest smarter workflows. When a shop adopts this culture, mechanics take pride in their craft. They follow strict, standardized checklists to ensure they tighten every bolt and catch potential issues before the bike leaves the bay. This collective vigilance drastically reduces costly mistakes and eliminates the need for frustrating re-work.

Furthermore, TQM streamlines daily operations by eliminating waste. It organizes the workshop layout so mechanics do not waste precious time searching for a misplaced wrench or a specific gasket. It also optimizes inventory management, ensuring that high-demand spark plugs and filters are always in stock without tying up cash in dead inventory. TQM transforms a chaotic repair garage into a finely tuned, customer-centric business. By fostering continuous learning, encouraging teamwork, and refining daily processes, TQM ensures that the shop delivers a fast, flawless, and pleasant service experience every single time.

In a motorcycle service shop, Total Quality Management (TQM) acts as the engine that drives service excellence. Far from being a static, old-fashioned concept, TQM has evolved over the past three decades from a basic

tool for catching mechanical defects into a comprehensive philosophy that integrates service quality with modern service sciences (Chen et al., 2022). Instead of treating quality as a mere final inspection check, modern TQM weaves continuous improvement into every single interaction, transforming how the business operates from the inside out. First and foremost, TQM shifts the entire team's focus directly onto the customer. Frontline staff and mechanics no longer just fix mechanical issues; they actively listen to the rider's concerns, provide transparent cost estimates, and explain repairs clearly. By putting the customer first, the shop builds a foundation of trust that turns one-time visitors into lifelong loyal clients. In fact, literature confirms that utilizing specific TQM tools and structured techniques directly drives this rise in service quality and client satisfaction (Grossu-Leibovica & Kalkis, 2022).

Behind the scenes, TQM empowers every employee to take ownership of their work. Management encourages mechanics, service advisors, and parts managers to speak up about bottlenecks and suggest smarter workflows. When a shop adopts this culture, mechanics take pride in their craft. They follow strict, standardized checklists to ensure they tighten every bolt and catch potential issues before the bike leaves the bay. This collective vigilance drastically reduces costly mistakes and eliminates the need for frustrating re-work. This relentless drive for enhancement reflects the latest global trends in TQM, where businesses use systematic frameworks to boost both tangible product reliability (the spare parts) and intangible service delivery (the repair work) simultaneously (Pawanr et al., 2025).

Furthermore, TQM streamlines daily operations by eliminating waste. It organizes the workshop layout so mechanics do not waste precious time searching for a misplaced wrench or a specific gasket. It also optimizes inventory management, ensuring that high-demand spark plugs and filters are always in stock without tying up cash in dead inventory. For small and medium enterprises (SMEs) like local repair shops, this operational efficiency is vital. By linking TQM with organizational agility, a shop can quickly adapt

to sudden market shifts, new bike technologies, or sudden spikes in customer demands without compromising on service quality (Albadry et al., 2025). Ultimately, TQM transforms a chaotic repair garage into a finely tuned, customer-centric business. By fostering continuous learning, encouraging teamwork, and refining daily processes, TQM ensures that the shop delivers a fast, flawless, and pleasant service experience every single time.

Based on the situational analysis, the research reveals that the workshop does not yet optimize strict service quality standards to guarantee motorcycle users' satisfaction. The inadequate emergency and home-service delivery fails to alleviate queue congestion at the official workshop. Furthermore, the management underutilizes modern facilities, comfortable waiting lounges, and the latest technological concepts. Driven by these phenomena, the team executes the implementation of Total Quality Management (TQM) to enhance service quality at the Yamaha Flagship Shop Bandung.

Method

To investigate these operational challenges and evaluate the implementation of Total Quality Management (TQM), a collaborative research team comprising lecturers and students conducted a rigorous qualitative study at the Yamaha Flagship Shop Bandung. The team adopted a qualitative approach to capture rich, in-depth insights directly from the frontline actors who shape the workshop's daily service quality. The research team gathered primary data through dual methods: structured interviews and direct field observations. Before entering the field, the team meticulously developed a structured interview guide designed to dig deeper into specific TQM dimensions. These questions specifically targeted how the workshop manages continuous improvement, implements strict service standards, handles queue bottlenecks, utilizes modern technology, and maintains facility comfort.

During the field study, the team interviewed key personnel, including the business owner and operational managers who oversee daily workshop activities. These targeted interviews provided first-hand perspectives on management's commitment to quality and the practical hurdles of implementing TQM. Simultaneously, the team conducted on-site observations at Yamaha Flagship Shop Bandung. They closely monitored the service flow, analyzed the mechanics' adherence to SOPs, evaluated the responsiveness of the emergency and home-service (SKY) deployment, and assessed the overall environment of the customer waiting lounge. By combining these structured insights with real-time operational observations, the team successfully mapped out how Yamaha Flagship Shop Bandung can systematically leverage TQM to eliminate service bottlenecks and elevate customer satisfaction.

Results and Discussion

Through a TQM framework that involves management commitment and the total participation of all employees, Yamaha Flagship Shop Bandung transforms these operational constraints into a competitive advantage. The final result not only reduces queue complaints but also creates a modern, agile, and high-quality service ecosystem that guarantees the long-term loyalty of Yamaha motorcycle users in Bandung.

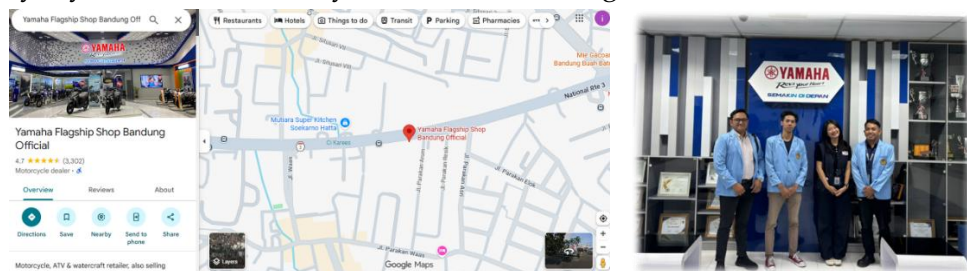


Figure 1. Yamaha Flagship Shop Bandung

The research results demonstrate that the Yamaha Flagship Shop Bandung can significantly elevate its service quality by implementing a series of strategic TQM-driven steps:

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First, the workshop drives human resource competency and employee involvement through digital efficiency. Customers are encouraged to use a WhatsApp or mobile application booking system, which maintains consistent wait times and allows the shop to manage the mechanics' workload effectively, ensuring high-quality, unhurried repairs. Additionally, real-time digital tracking monitors the motorcycle's service status, which provides full process transparency directly to the consumer.



Figure 2. Interviews Activities

Second, the shop guarantees strict product/spare part and repair quality control by deploying certified expert technicians. Every motorcycle undergoes maintenance by mechanics who have passed internal, verified Yamaha certifications, and the shop sustains this service consistency through regular training sessions that update technical skills in line with the latest motorcycle technologies. Furthermore, the Service Advisor (SA) acts as a consultant before the repair begins; the SA performs a detailed inspection and listens to customer complaints to ensure an accurate diagnosis right from the start, achieving a "Right First Time" standard.

Third, the facility modernizes its customer-satisfaction supporting facilities and sharpens its customer focus. The shop guarantees the availability and exclusive use of Yamaha Genuine Parts, establishing physical quality control that restores the motorcycle's maximum performance. Once work in the

service pit ends, the Service Advisor conducts a meticulous Final Check to ensure that the completed work meets all standard operating procedures (SOPs) before handing the vehicle back to the owner. To enhance the waiting experience, an exclusive waiting lounge provides premium amenities, including a mini co-working space, high-speed Wi-Fi access, a free coffee machine, and a Netflix viewing area. The dealer also organizes its showroom into structured product zones (Premium, Fashionable, Active, and Exciting), helping customers easily choose products that match their specific lifestyle and needs.



Figure 3. Services and Facilities

Finally, the management commits to continuous improvement by actively monitoring customer reviews and satisfaction metrics, such as their 4.7-star rating on Google Maps. The team systematically utilizes this real-time feedback data to evaluate daily operations and pinpoint precise areas for ongoing service enhancement.

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Figure 4. Y-On Services and Facilities

As a business operating in a dynamic industry, Yamaha Flagship Shop Bandung must build organizational agility by implementing TQM (Albadry et al., 2025). The shop achieves this by regularly upgrading mechanic competencies so they can confidently handle the latest motorcycle technologies, such as Yamaha electric motorcycles or the Y-Connect system. Additionally, the workshop must adopt modern digital diagnostic tools to accelerate troubleshooting, making the repair duration more precise and

efficient. Yamaha Flagship Shop Bandung must enforce a stricter Service Level Agreement (SLA) and Standard Operating Procedure (SOP) across every department. Every mechanic must use a digital checklist before returning the motorcycle to the consumer to guarantee zero defects (Pawanr et al., 2025). Regular service quality evaluations based on daily customer feedback serve as a vital instrument to monitor this service consistency. Finally, heavy queue congestion at the official workshop indicates operational bottlenecks that management must resolve using TQM tools and techniques to maintain client satisfaction (Grossu-Leibovica & Kalkis, 2022).

Conclusion

This study demonstrates that Yamaha Flagship Shop Bandung successfully elevates its service quality by implementing a comprehensive TQM framework. Through systematic service standardization and digitalization, the workshop streamlines its workflow, optimizes wait times with digital booking, and provides full process transparency. The shop significantly enhances human resource competency and employee involvement by utilizing certified expert technicians and empowering Service Advisors to act as precision consultants. Furthermore, strict product, spare part, and repair quality control—driven by the exclusive use of Yamaha Genuine Parts and mandatory final checks—effectively minimizes mechanical errors. The dealership also sharpens its customer focus by modernizing its customer-satisfaction supporting facilities, offering an exclusive waiting lounge and structured product zones that align with modern consumer lifestyles. Finally, the management turns customer reviews and digital ratings into actionable data, fueling a culture of continuous improvement that adapts to market demands.

To further optimize TQM and sustain this high-quality service, the management should implement the following recommendations: Automate Real-Time Progress Notifications, Upgrade the digital booking system to send automated WhatsApp updates directly to customers at each stage of the repair, further reducing the need for customers to ask for updates. Establish

Cross-Training and Incentive Programs, Institute regular cross-training sessions for frontline staff and mechanics to align communication, paired with a monthly reward system for employees who consistently achieve high customer satisfaction ratings. Expand the Mobile Service Fleet, Increase the capacity and marketing of the home service to actively divert routine maintenance away from the physical workshop, permanently resolving peak-hour queue congestion. Create a Closed-Loop Feedback System: Develop a formal procedure where management immediately reviews any low digital ratings, contacts the client within 24 hours to resolve the issue, and uses the case as a practical lesson during weekly team briefings to prevent future operational bottlenecks.

This study focuses primarily on the operational and service delivery aspects of TQM, such as digitalization, human resource competency, and facility upgrades. It does not statistically quantify the direct correlation between TQM variables and long-term financial performance or customer retention metrics. The research relies on existing digital markers, like Google Maps reviews, rather than a customized, large-scale quantitative customer survey, which limits the statistical precision regarding exact customer satisfaction scores across different demographic segments.

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