

## **Analysis on the Quality Control of Travel Service Product on Arnes Shuttle Using Malcolm Baldrige Method: A Study on the Bandung-Jatinangor Route**

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— *Review of* —  
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— *Research* —

### **ABSTRACT**

This study aims at analyzing the quality control performed by Arnes Shuttle for Bandung-Jatinangor route using Malcolm Baldrige method. The quality control can be determined by seeing the characteristics and standards set by the company adjusted to the consumers' experience. The research method used in this study is the qualitative method. In analyzing quality control towards Arnes Shuttle services for Bandung-Jatinangor route, the writer uses Malcolm Baldrige model. The result shows that the quality control towards Arnes Shuttle travel services for Bandung-Jatinangor route, based on the company perception, is in the industry leader category. Based on such measurement, it can be seen that the perception of the company and the consumers have differences. The conclusion of this study is that the characteristics of the product from Arnes Shuttle travel services is only focusing on the machine being used, relationship with consumers, human resources, and results. The suggestion for Arnes Shuttle services for Bandung-Jatinangor route is to use Malcolm Baldrige method in doing quality control towards the service product and quality improvement in term of the service.

Keywords: Quality control, Malcolm Baldrige

### **1. INTRODUCTION**

The development in the world of business is highly affected by the advancement of technology that brings about direct transportation system supporting business activities, such as travel service. According to the Leader of Indonesian Transportation Community (MTI), Sony. S. Wibowo when he got contacted by PRLM in Bandung, Wednesday, 1 January 2014, at the moment, a travel service is preferred to the importance of business, for instance, to attend a meeting with clients and so on. Besides, it is also used for consumers to go back to their hometown or to get to work. "So, in my opinion, travel service, in fact, is preferred being used in weekdays to a holiday. On the weekend, the travel service is only used to go home or to get back to work at the beginning of the week. However, there is also a trend in this kind of service; that is to rent a private travel car." said Sony (source: *Pikiran Rakyat*, 2014).

The high opportunity for a company in the field of transport, specifically in travel service, can be proved by the statement from the Leader of Indonesian Transportation Community (MTI), Sony. S. Wibowo, who says years by years, the more the business grows, the tighter the competition between companies is. It is due to travel businessmen is thorough

in observing the market. They do not stick to one segment of the market and keep looking for new segments and new markets. Sony also argues that in 2016, new travel business would emerge. There would be more segments and various routes. At the moment, the route for Bandung—Jatinangor has been opened. Even, the route gets adjusted to particular activities, for instance, business, fashion tourism, and shopping destinations (Pikiran Rakyat, 2015).

It makes the companies in the travel service field realize that they have many competitors which provide the same transport service so that they have to have distinctions in winning the competition that consequently survives in that competition. One of the distinctions can be seen from the product quality provided by the company. According to Heizer and Render (2004:253), quality is the whole features and characteristics of product or service that are able to satisfy seen or unseen needs. Quality is one of the important aspects of a company because the quality is one of the considerations for consumers to make a choice in using the service of the company compared to the promotion that does not last long and will finish some times. Afterwards, the consumers will look for the quality of the product.

Companies have to remain the quality of their product, especially the companies which provide service product then it is necessary to perform some activities to keep the service product. It is called quality control. According to Ahyari (2004:43), quality control is an activity (company management) to keep and direct a company's product and service quality to be able to be retained as what has been planned.

One of the companies that provide the service product is Arnes Shuttle which is a transportation service provider. It began its business with Bandung—Jatinangor route in the end of 2011 to help academics. Arnes Shuttle has been established since 2011 and it is the travel pioneer of Bandung—Jatinangor route, vice versa, in the form of travel. It is still running until today. Based on the questionnaire result given to thirty users of Arnes Shuttle, the respondents complain about the facility (53.34%), departure schedule (23.33%), cleanliness (13.33%), and resources (10%). Consequently, Arnes Shuttle has to do something in a broad way. One of the ways is using Malcolm Baldrige method. Malcolm Baldrige is a method used to perform a performance assessment of a company with seven criteria of assessment and score point as follows:

1. Leadership (120 points);
2. Strategic planning (85 points);
3. Customer focus (85 points);
4. Measurement, analysis, and knowledge management (90 points);
5. Workforce focus (85 points);
6. Operation focus (85 points); and
7. Result (450 points).

The writer, then, has been meaning to conduct the quality control of travel service product in Arnes Shuttle for Bandung—Jatinangor route using Malcolm Baldrige criteria.

## **2. RESEARCH AIMS**

This study aims at revealing or answering the study identification as follows:

1. To discover the quality of service product performed by Arnes Shuttle for Bandung—Jatinangor route.
2. To analyze the quality control of the service product with Malcolm Baldrige criteria in Arnes Shuttle.

## **3. LITERATURE REVIEW**

## **Quality Control**

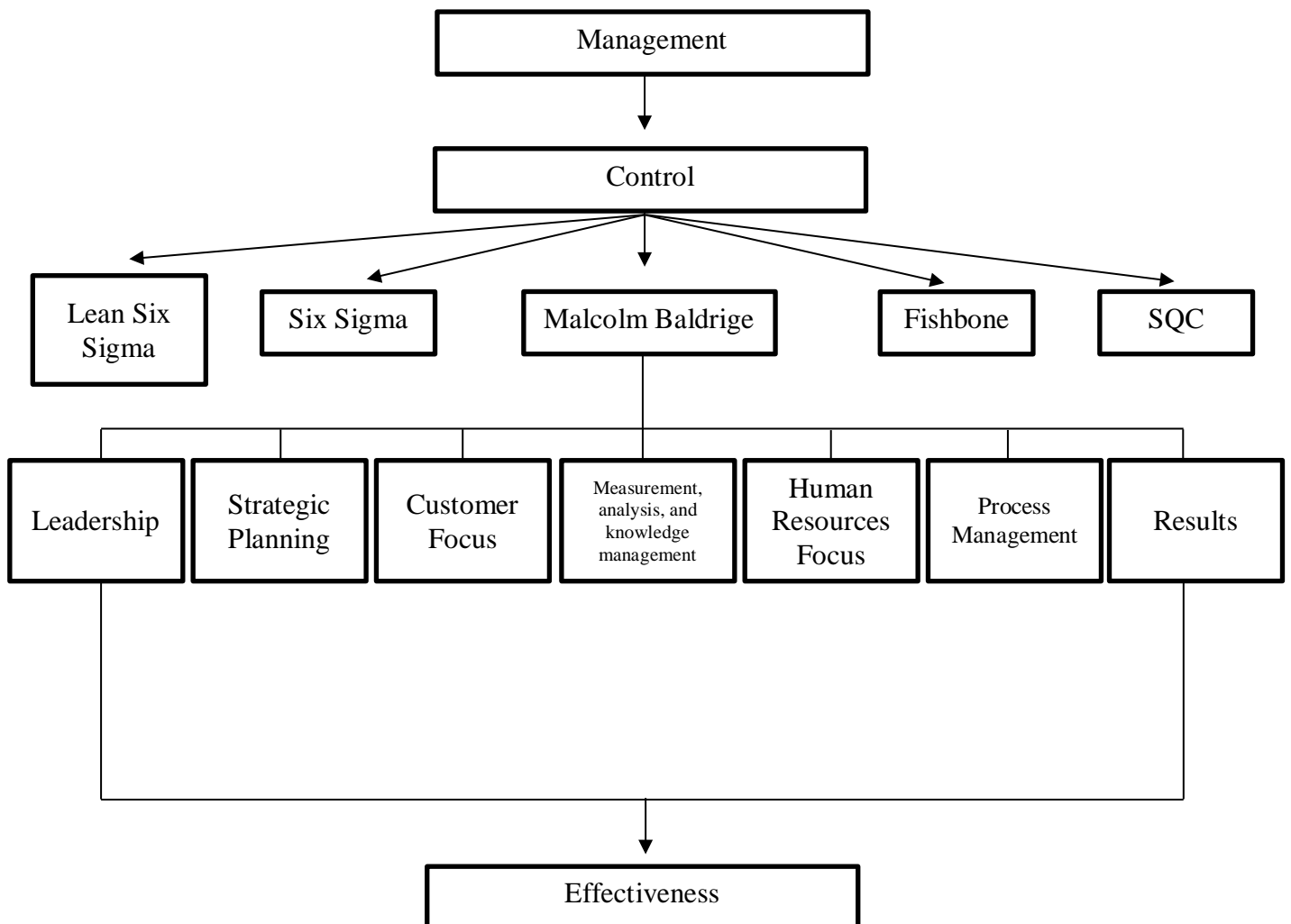
According to Vincent Gasperz (2005:480), quality control is a technique and operational activities used to fulfill the standard quality expected. The definition explains that quality control is an operational activity performed by a company in running the standard quality of the company. Ahyari (2004:53) says that quality control is an activity (company management) to keep and direct a company's product and service quality to be able to be retained as what has been planned. It elaborates that quality control is necessary to do to retain the standard quality of existed products or services.

## **Malcolm Baldrige Method**

According to Gasperz (2007:217), there are seven categories assessed in Malcolm Baldrige, namely:

1. Leadership (120 points)  
It shows how senior leaders can guide and run their organization, organize the vision of the organization, values, and performance expectation.
2. Strategic planning (85 points)  
It examines how to develop the target result and strategic action plan.
3. Customer focus (85 points)  
It examines how an organization determines needs, expectation, and customer choice. Another thing examined is how an organization builds a relationship with its customers, determines major factors which push to the target, customers' satisfaction and loyalty, and expansion to medical services.
4. Measurement, analysis, and knowledge management (90 points)  
This criterion examines how an organization chooses, obtains, analyzes, organizes, and develops data, information, and knowledge asset owned by the organization as well as examines how an organization reviews its performance.
5. Workforce focus (85 points)  
This criterion assesses the ability of an organization to assess its capability and workforce capacity as well as to develop a conducive working environment for a better performance.
6. Operation focus (85 points)  
It tests how an organization designs, organizes and improves the work system and work process for consumers and stakeholders' satisfaction as well as achieves the organization success and its continuity. It also tests the organization readiness in an emergency situation.
7. Result (450 points)  
It examines the performance and improvement of the organization in term of the result from service product delivered, consumers' satisfaction, performance from finance and market, result from staffs and work system, operational performance, and leaders and community responsibility.

**Framework of Thinking**



**Figure of Framework of Thinking**

**4. RESEARCH METHODOLOGY**

**Research Method**

The method used in this research is qualitative. According to Dezin and Lincoln in Moleong (2007:5) say that a qualitative research is a research that uses scientific background by interpreting a happening phenomenon and being conducted in a way involving various method.

**Informant Selection**

According to Sugiyono (2012:391), the selection of data source from people interviewed is done purposively, chosen with particular consideration and target. The informants in this study are chosen based on some consideration, such as:

1. The leader of company that knows activities of quality control in detail, that is the manager of Arnes Shuttle for Bandung—Jatinangor route;

2. The staffs and employees that have a direct relation to the service process of Arnes Shuttle; and
3. The consumers or users of Arnes Shuttle travel who use Arnes Shuttle for daily activities and use it in a different year.

### Data Analysis Technique

The analysis technique used in this study is Malcolm Baldrige method. This method compares a company's perception to consumers or users' regarding service products from Arnes Shuttle. The comparison uses the criteria in Malcolm Baldrige method. The criteria in Malcolm Baldrige are important things from the dimension of quality management for each organization. The criteria used to assess an applicant's performance are divided into seven categories and provide a strategic direction for the whole system. According to Gasperz (2007:217), there are seven categories assessed in Malcolm Baldrige, namely: (1) leadership (120 points), (2) strategic planning (85 points), (3) customer focus (85 points), (4) measurement, analysis, and knowledge management (90 points), (5) workforce focus (85 points), (6) operation focus (85 points), and (7) result (450 points). The total score of Baldrige assessment is 1000 points.

There are four factors used to evaluate the process. They are approach, deployment, learning, and integration (ADLI).

**Table of Process Evaluation Factor**

<b>Factors</b>	<b>Refer to:</b>
Approach	<ul style="list-style-type: none"> <li>- the method used to end the process</li> <li>- the method adjustment for an item of requirement and the environment of organizational operation</li> <li>- the effectiveness of the use of the method</li> <li>- how far the approach repeats and is based on trustworthy data and information</li> </ul>
Deployment	<ul style="list-style-type: none"> <li>- how far the approach has been implemented in handling the relevant and important item of the requirement for an organization</li> <li>- how far the approach is implemented consistently</li> <li>- how far the approach used is executed by all appropriate work unit</li> </ul>
Learning	<ul style="list-style-type: none"> <li>- perfecting the approach through evaluation and improvement cycle</li> <li>- encouraging breakthrough change to the approach to innovation</li> <li>- sharing improvement and innovation with other related work units and their process into the organization</li> </ul>
Integration	<ul style="list-style-type: none"> <li>- how far the approach is in a line with the organization needs, identified in the profile of an organization, the other process items</li> <li>- how far acts, information, and the system of improvement complete each other in the whole process and work unit</li> <li>- how far plan, process, result, analysis, learning, and act are harmonic in the whole process and work unit to support the organization in achieving the wide target</li> </ul>

Source: Vincent (2007:221)

The Result category refers to output and outcome of an organization in achieving the requirement in the category 7. There are four factors used to evaluate the result, namely level, trend, comparison, and integration (LeTCI).

**Table of Result Evaluation**

<b>Factors</b>	<b>Refer to</b>
Level	- performance level at the moment
Trend	- performance improvement level or performance sustainability which has been good - the expansion of performance result
Comparison	- relative performance towards a proper comparison, such as the comparison done to competitors or similar organization - relative performance towards benchmark or industry leaders
Integration	- how far the result of action (often through segmentation) handles important patient and stakeholders, health services, markets, and performance requirements of the action plan identified in the organization profile and in the item process - how far the result covers valid indicators of the future performance - how far the result gets harmonized in the whole process and work unit to support a wider organizational target

Source: Vincent (2007:222)

The following table is a guidance regarding the assessment for criteria 1—6 in Malcolm Baldrige:

**Table of Process Assessment Guidance**

<b>Score</b>	<b>Process (Category 1—6)</b>
0%—5%	<ul style="list-style-type: none"> <li>• There is no systematic approach for clear item requirements, anecdotal information. (A)</li> <li>• The spread is a little or even none from each systematic approach which is clear. (D)</li> <li>• An improvement orientation is not clear; the improvement is achieved through a reaction to a problem. (L)</li> <li>• There is no clear organizational harmony; each field or work unit operates independently. (I)</li> </ul>
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> <li>• Initial systematic approach with clear basic item requirements (A)</li> <li>• The approach is the first step of spread to most area or work unit; it blocks the progress in achieving basic requirements from item (D)</li> <li>• Beginning level of transition from the reaction to the problem to the generally clear improvement orientation (L)</li> <li>• The approach is harmonic to other area or work units which most of the improvement done by in group troubleshoot (I)</li> </ul>
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> <li>• An approach, systematically effective, responsive to the basic need of item, clear (A)</li> <li>• The approach is used, even though some area or work units are in the beginning level of spread (D)</li> <li>• The beginning systematic approach to evaluate and the improvement of key process have been clear (L)</li> <li>• This approach, in the beginning level of harmonizing with basic organizational needs, is identified in responding to the profile of organization and other process items (I)</li> </ul>
50%, 55%, 60%, or	<ul style="list-style-type: none"> <li>• An effective, systematic, responsive approach to the basic needs of</li> </ul>

65%	<p>item, clear (A)</p> <ul style="list-style-type: none"> <li>• This approach is good to use, even though the spread can vary in some areas or work units (D)</li> <li>• A process is based on facts, systematic evaluation and improvement, and some organizational learning, including innovation to improve efficiency and effectiveness of key process (L)</li> <li>• This approach is suitable with the need of organization in whole, identified in responding the organizational profile and other process items (I)</li> </ul>
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> <li>• An approach, systematically effective, responsive to the needs of some items, clear (A)</li> <li>• This approach is good to use, without a significant gap</li> <li>• Based on facts, systematic evaluation and improvement and organizational learning, including innovation are keys of management tools. There is a clear evidence of perfection as the result of analysis in the level of organization and sharing (L)</li> <li>• This approach is integrated with recent needs and the organization future identified from responding the organizational profile and other process items (I)</li> </ul>
90%, 95%, or 100%	<ul style="list-style-type: none"> <li>• An approach, systematically effective, fully responsive to the needs of some items, clear (A)</li> <li>• This approach is fully used without any significant weakness or gap in field or work unit (D)</li> <li>• Based on facts, systematic evaluation and improvement, organizational learning through innovation are the key of organization-wide tools, improvement and innovation, supported by analysis and share which are clear in the whole organization (L)</li> <li>• This approach is also integrated with recent needs and the future of organization identified in responding the organizational profile and other process items (I)</li> </ul>

Source: Vincent (2007:223)

The following table is a guidance regarding the assessment for criteria 7 in Malcolm Baldrige:

**Table of Process Assessment Guidance**

<b>Score</b>	<b>Process (Category 7)</b>
0%—5%	<ul style="list-style-type: none"> <li>• There is no organization performance and/or poor result from reported area (Le)</li> <li>• Trend data is better not reported or showing losing trend (T)</li> <li>• Comparative information is not reported (C)</li> <li>• The result is not reported to each important field for the fulfillment of the organizational mission (I)</li> </ul>
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> <li>• A work performance of some organizations is reported, responsive to the basic needs of item, and a good beginning level of performance, clear (Le)</li> <li>• Some trend data are reported with some trends clearly losing (T)</li> <li>• A little comparative information or unreported (C)</li> <li>• The result is reported to some important fields for the fulfillment of</li> </ul>

	the organizational mission (I)
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> <li>• A good level of organization performance is reported, responsive to the basic needs of item (Le)</li> <li>• Some trend data are reported and most trends served profitable (T)</li> <li>• A beginning step to gain a clearly comparative information (C)</li> <li>• The result is reported to many fields for the fulfillment of the organizational mission (I)</li> </ul>
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> <li>• A good level of organization performance is reported, responsive to the whole needs of item (Le)</li> <li>• The trend is clearly useful in important fields for the fulfillment of the organizational mission (T)</li> <li>• At the moment, some performance levels have been evaluated through the relevant comparison and/or guidance and show a relatively good performance (C)</li> <li>• The result is reported to key patient and stakeholder, market, and process requirement (I)</li> </ul>
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> <li>• For the best level of organization performance is reported, responsive to the needs of some items (Le)</li> <li>• Favorable trend has been retained from time to time at the most important area for the fulfillment of the organizational mission (T)</li> <li>• At the moment, some of the most trend and the level of performance have been evaluated through the relevant comparison and/or benchmark and the area shows leadership and the performance that is relatively very good (C)</li> <li>• The result is reported to key patient and stakeholder, market, process, and the requirement of action plan (I)</li> </ul>
90%, 95%, or 100%	<ul style="list-style-type: none"> <li>• The best level of organization performance is reported that it is fully responsive to the needs of some item (Le)</li> <li>• Favorable trend has been retained from time to time at the most important area for the fulfillment of the organizational mission (T)</li> <li>• The evidence of industry and leadership guidance have been shown in many areas (C)</li> <li>• The result is reported to key patient and stakeholder, market, process, and the requirement of action plan (I)</li> </ul>

Source: Vincent (2007:224)

The total score gained by an organization shows in which level that organization performance takes place. The following table is the criteria of an organization based on the assessment result using Baldrige assessment:

**Table of Organization Criteria based on Baldrige Assessment (Continued)**

Gained Scores	Criteria
876-1000	<i>World Leader</i>
776-875	<i>Benchmark Leader</i>
676-775	<i>Industry Leader</i>
576-675	<i>Emerging Industry Leader</i>
476-575	<i>Good Performance</i>
376-475	<i>Early Improvement</i>



276-375	<i>Early Result</i>
0 -275	<i>Early Development</i>

Source: Vincent, 2007

## 5. RESEARCH RESULT

### Characteristics of Quality Service Product of Arnes Shuttle for Bandung—Jatinangor Route

Arnes Shuttle for Bandung—Jatinangor Route has a schedule of departure started from 05.00—23.00 and the time of departure available are every fifteen minutes on Monday—Friday and on the weekend is every thirty minutes. Consumers come to the available pool in 190<sup>th</sup> Raya Jatinangor Street, Cikeruh Village (before Sayang T-junction). There is also a pickup point at BTC (booth at the entrance of BTC) and a Bandung pool at Balubur Town Square (Baltos) in Tamansari Bandung, Ground Block 1. When the consumers come to the pool, they will pay directly to operators (there will be two operators in each pool and pick up point). The consumers who have paid can wait in a room until their names get called to get into available car. Then the consumers will have just to enjoy the travel until their destination. In this route, Arnes Shuttle has provided ten travel cars with the type of Isuzu Elf Long with a capacity of fourteen passengers in one time of travel.

Arnes Shuttle has an operational manager for Bandung—Jatinangor route named Iwan and two financial staffs. Arnes Shuttle has two drivers for each car. Now it has ten cars so it means it has twenty drivers. In the pool, Arnes Shuttle Jatinangor—Bandung has two operators who will help and serve consumers in reservation and ticket purchasing. Arnes Shuttle attempts to build a good relationship with the consumers. One of the activities in building such relationship is to interact in the social media.

### Quality Control of Service Product of Arnes Shuttle with Malcolm Baldrige Method for Bandung—Jatinangor Route

The following table is the result of quality control with Malcolm Baldrige criteria comparing the consumers and the company's perception:

#### Comparison of Assessment Result of the Company and Consumers using Malcolm Baldrige Criteria

No	Criteria	Criteria Points	Company		Consumers	
			Score	Result (points)	Score	Result (points)
1	Leadership	120		<b>94.5</b>		<b>59.5</b>
	<i>Senior Leadership</i>	70	85%		85%	
	<i>Governance and Societal Responsibilities</i>	50	70%		0%	
2	Strategic planning	85		<b>70</b>		<b>74.25</b>
	<i>Strategy Development</i>	40	85%		90%	
	<i>Strategy Implementation</i>	45	80%		85%	
3	Customer focus	85		<b>41</b>		<b>68</b>
	<i>Voice of The Customer</i>	45	20%		80%	

	<i>Customer Engagement</i>	40	80%		80%	
4	Measurement, analysis, and knowledge management	90		<b>36</b>		<b>72</b>
	<i>Measurement, Analysis, and Improvement of Organization Performance</i>	45	40%		80%	
	<i>Management of Information, Knowledge, and Information Technology</i>	45	40%		80%	
5	Workforce focus	85		<b>72.25</b>		<b>72.25</b>
	<i>Work Environment</i>	40	85%		85%	
	<i>Workforce Engagement</i>	45	85%		85%	
6	Operation focus	85		<b>34</b>		<b>68</b>
	<i>Work System</i>	45	40%		80%	
	<i>Work Process</i>	40	40%		80%	
7	Results	450		<b>278</b>		<b>360</b>
	<i>Process Outcomes</i>	120	40%		80%	
	<i>Customer-Focused Outcomes</i>	90	60%		80%	
	<i>Workforce-Focused Outcomes</i>	80	80%		80%	
	<i>Leadership and Governance Outcomes</i>	80	80%		80%	
	<i>Financial and Market Outcomes</i>	80	60%		80%	
	<b>TOTAL</b>		<b>625.8</b>		<b>774</b>	

Source: the writer, 2016

Based on the table above, it can be seen that the assessment done towards the company and consumers is distinctive from the total assessment of the company which is 625.8. With that score, Arnes Shuttle is to be put into Emerging Industry Leader category in Malcolm Baldrige criteria. Meanwhile, the consumers' assessment with score 774 places Arnes Shuttle in the category of Industry Leader based on Malcolm Baldrige criteria.

## 6. CONCLUSIONS AND SUGGESTIONS

### Conclusions

1. The characteristics of the quality of service product in Arnes Shuttle only focus on the machine used, the relationship with consumers, human resources, and the results.
2. The quality control of service product in Arnes Shuttle with Malcolm Baldrige criteria, based on the company and the consumers, shows that Arnes Shuttle focuses on the quality control based on consumers' complaints.

### Suggestions

1. The company should improve the service in term of speed in waiting time. It is due to the consumers who routinely use the service product of Arnes Shuttle travel prefer to use this service because it is faster in term of speed in waiting time than the competitors. So that, the company should do systematic anticipation in providing cars at rush hours so the consumers do not wait too long.
2. The company can use the Malcolm Baldrige method in doing quality control of service product produced by the travel because the criteria in Malcolm Baldrige can suitably be implemented to the service product of Arnes Shuttle which does whole quality control from the input, process, to the output.

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