



# Implementation of Total Quality Management in Improving The Performance of Job Training Institutions (LPK) Takemura Indonesia, Bandung Regency

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## Abstract

This study is motivated by the fluctuating number of participants at LPK Takemura Indonesia, Bandung Regency, and the urgent need to improve its quality management system in order to compete in the digital era and meet industry requirements. The purpose of this research is to examine how the implementation of Total Quality Management (TQM) can enhance the performance of LPK Takemura, particularly in terms of sales (training participant enrollment), customer satisfaction, and internal institutional management. This study employs a qualitative descriptive approach, with data collected through observation, in-depth interviews, and documentation. Informants were selected using purposive sampling, involving the founder, director, administrative staff, and active training participants. The findings indicate that most TQM principles have been implemented at LPK Takemura, including customer focus, employee involvement, and continuous improvement. This implementation has positively impacted institutional performance, especially in increasing the number of participants (sales), improving customer satisfaction, and strengthening internal management. Moreover, the integration of a gender perspective in training contributes to women's empowerment, promotes inclusive entrepreneurship, and fosters a more equitable and participatory work environment. The implementation of TQM is proven not only to improve the institution's sales performance but also to generate broader social and economic implications.

**Keywords:** *Total Quality Management, LPK Performance, Gender*

## INTRODUCTION

The development of superior human resources (HR) is a crucial factor in enhancing a nation's competitiveness in the era of globalization and the Fourth Industrial Revolution (Industry 4.0). One of the most strategic instruments for improving HR quality is the Vocational Training Institute (*Lembaga Pelatihan Kerja/LPK*). LPKs play a vital role in preparing competent and job-ready workers by offering training programs tailored to labor market demands (Ahmad, 2020). Thus, the presence of LPKs not only supports national economic growth but also contributes directly to reducing unemployment and alleviating poverty.

In Indonesia, the role of LPKs is becoming increasingly significant amid an economic transformation that demands adaptive, skilled, and globally competitive labor. The government, through policies such as the *Kartu Prakerja* program and the revitalization of vocational education, emphasizes the importance of LPKs within the employment system (Bytyçi, Qerimi, & Qerimi, 2023). At the local level, particularly in West Java Province and Bandung Regency, LPKs are encouraged to forge closer partnerships with industry through the Vocational and Industrial Training Communication Forum (FKLPI).

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Takemura Indonesia Vocational Training Institute is a specialized institution providing training programs aimed at internships in Japan. However, despite this industry-based model, LPK Takemura Indonesia is facing challenges: a decline in participant numbers, as shown in Figure 1.



**Figure 1.** Participants at LPK Takemura Indonesia  
Source: LPK Takemura Indonesia, Bandung Regency

The decline in participation is linked to competition with online learning platforms, weak integration of digital systems, and misalignment between curricula and evolving industry needs. This situation requires comprehensive reforms in management and quality improvement.

A strategic approach is the implementation of Total Quality Management (TQM), which enhances service quality, process efficiency, and graduate employability. TQM emphasizes continuous improvement and customer satisfaction (Murni et al., 2024; Chung et al., 2008). Within Indonesia, legal frameworks such as Law No. 13/2003 on Manpower and Ministerial Regulation No. 6/2024 on LPK Accreditation stress standardized management of training institutions.

Based on the above background, the main issue identified in this study is the suboptimal implementation of Total Quality Management (TQM) in supporting the operational performance of LPK Takemura Indonesia in Bandung Regency. This issue has resulted in a decline and fluctuation in participant enrollment. To address these challenges, this research is conducted under the title: "The Implementation of Total Quality Management in Improving the Performance of Takemura Indonesia Vocational Training Institute, Bandung Regency."

This study aims to examine how the implementation of TQM improves the performance of LPK Takemura Indonesia. The guiding research questions are:

1. How is TQM implemented at LPK Takemura Indonesia?
2. What challenges and opportunities does TQM bring for institutional performance?

### Contributions

1. Practical: offering strategies to enhance competitiveness and alignment with industry needs.
2. Theoretical: extending insights into TQM implementation in vocational training contexts, particularly within a qualitative research framework.

## LITERATURE REVIEW

In essence, business administration encompasses various aspects, ranging from business planning, which includes the formulation of strategies and corporate objectives—to the organization of resources to ensure each department operates efficiently, as well as control and evaluation processes to guarantee that all actions align with the predetermined plans. One of the core components of business administration is human resource management, which aims to ensure that every individual within the organization performs optimally and in alignment with the company's vision and mission. Financial management is another critical area, whereby business administration ensures proper oversight of financial flows, including budgeting, investment decisions, and financial reporting (Sahoo & Yadav, 2023).

Business administration also involves marketing and sales management. In this context, business administration is responsible for developing and managing effective marketing strategies to attract and retain customers. Efficient operations management, logistics coordination, and supervision of product and service quality are also integral components of business administration that cannot be overlooked.

### Total Quality Management

According to Anandy and Hasin (2023), Total Quality Management (TQM) represents an advancement over traditional business practices. TQM is a proven technique to ensure survival in the face of global competition. By transforming management's commitment, organizational culture, and operational actions, TQM enables comprehensive organizational change. It integrates fundamental management techniques, existing improvement efforts, and technical tools within a disciplined and structured approach.

Hansen and Mowen, as cited in Permata et al. (2025), argue that TQM is a process of continuous improvement, which is essential for the development of optimal manufacturing processes. Producing defect-free products and minimizing waste in accordance with established standards are two of the most common objectives of organizations. The philosophy of TQM revolves around creating an environment in which employees are empowered to produce flawless products or services (zero defects) and to correct past errors. The emphasis on quality has also necessitated the development of a management accounting system that provides both financial and non-financial information related to quality. TQM is further understood as a customer-oriented approach that introduces systematic managerial changes and continuous improvements to processes, products, and services.

Total Quality Management is one of the strategies organizations may adopt to enhance their performance. TQM promotes quality improvement across functions and processes at all organizational levels by evaluating the performance of various organizational elements. The efforts are directed toward designing strategies not only to maintain business sustainability but also to achieve competitive advantage (Patridge & Wibowo, 2021).

In TQM implementation, quality is regarded as a goal that can be achieved through continuous improvement in all operational aspects of the organization. This approach not only focuses on final product inspection but also includes improvements in production processes, management systems, and customer interactions. TQM emphasizes that quality should be embedded from the beginning, from product design to final delivery to customers, rather than being assessed only after production is complete. There are four fundamental principles of Total Quality Management:

### *Customer Satisfaction*

Customer satisfaction lies at the heart of TQM. All organizational activities and processes must be oriented toward meeting or even exceeding customer expectations. In the TQM context, quality is defined by what customers want and need.

### *Respect for Everyone*

This principle emphasizes the importance of treating every individual within the organization, managers, staff, and frontline workers, with dignity and respect. In TQM, each person contributes to achieving higher quality standards, and therefore, should be appreciated and encouraged to participate in improvement efforts. Respect also entails providing proper training, empowering employees to make quality-related decisions, and creating an open and inclusive work environment.

### *Management by Fact*

Decisions within TQM must be based on objective data and evidence, not on assumptions or personal opinions. This principle requires organizations to use appropriate tools and techniques for collecting, analyzing, and utilizing data to drive quality improvements. Data-driven decision-making enables companies to identify issues, determine root causes, and formulate accurate and effective solutions.

### *Continuous Improvement*

Continuous improvement is a key tenet of TQM, requiring organizations to consistently seek new ways to improve processes, products, and services. These improvements must be sustained not only in the short term but also as a long-term commitment to achieving higher quality and efficiency over time.

In addition, the components of TQM have ten elements according to Goetsch and Davis in [Talibonso et al., \(2021\)](#), namely: (1) Customer Focus, (2) Obsession with Quality, (3) Scientific Approach, (4) Long-Term Commitment, (5) Teamwork, (6) Continuous System Improvement, (7) Education and Training, (8) Controlled Freedom, (9) Unity of Purpose, (10) Employee Involvement and Empowerment.

## **Operational Performance**

[Ridwan and Apriliani \(2021\)](#) define performance as the outcome achieved in alignment with organizational or corporate expectations. Performance can be interpreted as the accomplishments of an individual in carrying out tasks or responsibilities in accordance with predetermined standards and criteria, which may ultimately influence job satisfaction and compensation levels ([Abdulkadir, 2023](#)). According to Rivai in [Tajouri & Lakhali \(2024\)](#), the objectives of performance assessment fundamentally include:

1. To identify the level of employee achievement.
2. To determine appropriate compensation, such as base salary increases and monetary incentives.
3. To encourage employee accountability.
4. To enhance work motivation.
5. To improve work ethic.
6. To differentiate among employees.
7. To strengthen employee relationships through performance progress discussions.
8. To serve as a source of information for human resource and career planning.
9. To assist in employee placement based on their work performance.

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10. To act as a tool for improving performance levels.

Operational performance is defined as "the work outcomes reflecting the effectiveness of resource utilization within a company." It offers insight into an organization's ability to compete, respond to customer expectations and needs, and improve its capabilities to outperform competitors in the long term. Furthermore, operational performance, according to [Anandy and Hasin \(2023\)](#), involves the implementation of managerial activities related to the selection, design, renewal, operation, and control of production systems. Generally, each company defines its strategies and objectives, identifies the necessary operational performance goals to achieve those strategies, and determines the performance metrics that will be used to evaluate the extent to which these objectives are being met.

Operational performance can be measured using three key indicators, as proposed by [Makapia et al. \(2024\)](#): Financial Performance, Sales Performance, and Customer Satisfaction. However, this study focuses only on sales performance indicators. This is in line with the research objective, which is to analyze how the implementation of TQM affects the increase in the number of training participants at LPK Takemura Indonesia. The sales performance indicators used in this study include:

- 1) Number of training participants per batch; this is the main measure of the program's attractiveness.
- 2) Promotion effectiveness, which includes the use of social media, cooperation with schools, and dissemination of information to the public.
- 3) Participant retention, which is the sustainability of participants' interest in completing the program.
- 4) Program relevance to industry needs; the more the curriculum is in line with the demands of the job market, the higher the interest of applicants.

Thus, sales performance can provide a comprehensive picture of the effectiveness of the institution's quality management strategy.

Existing literature consistently highlights the positive correlation between Total Quality Management (TQM) and institutional or organizational performance. For instance, studies by [Partridge and Wibowo \(2021\)](#) demonstrate that the adoption of TQM principles particularly continuous improvement, teamwork, and customer focus, leads to higher operational efficiency and greater customer satisfaction. However, most of these studies have been conducted in manufacturing or corporate environments, leaving a gap in understanding how TQM operates in the educational and vocational training sectors.

This research addresses that gap by synthesizing insights from both industrial and educational management literature. The integration of TQM within a vocational context suggests that quality should not only be measured by tangible outcomes (such as graduate employment rates) but also by the adaptability of training institutions to dynamic market needs and learner expectations. Therefore, the conceptual framework of this study is grounded in [Goetsch and Davis's \(2014\)](#) (in [Talibonso et al., 2021](#); [Gharakhani et al., 2013](#)) ten elements of TQM as the main theoretical lens. These elements, ranging from customer focus to continuous improvement, are viewed as the mechanisms through which institutional performance can be enhanced.

Furthermore, [Makapia et al.'s \(2024\)](#) operational performance model complements the TQM framework by offering measurable indicators for evaluating institutional performance. By linking TQM principles with operational outcomes (specifically sales performance, which in this case reflects training participant enrollment), this study proposes a comprehensive analytical model that bridges management theory and vocational education practice. In summary, the conceptual framework illustrates a dynamic interaction between quality management, human resource involvement, and organizational adaptability, ultimately influencing the sustainability and

competitiveness of vocational institutions like LPK Takemura Indonesia.

## **RESEARCH METHOD**

This study uses a descriptive qualitative research method. Descriptive qualitative research is a type of qualitative research that focuses on presenting a detailed description of a particular phenomenon, event, or condition. The main objective of this approach is to gain an in-depth understanding of the characteristics or processes that occur in a particular context, without attempting to test hypotheses or draw general conclusions. This study aims to systematically and comprehensively describe what happens in a given context by exploring the experiences, opinions, and perspectives of the research subjects. The research subjects were selected using purposive sampling, in which participants were deliberately selected based on their knowledge and direct relevance to the research topic. Purposive sampling selected four informants: the founder, director, administrative staff, and active training participants.

In this study, data collection was conducted through interviews with individuals considered to have the necessary insights, including leaders and staff responsible for administrative documentation at LPK Takemura, as well as active training participants currently enrolled in these programs. The purpose of these interviews was to obtain rich and specific information from informants who had perspectives or expertise essential to the study. The object of the research was LPK Takemura's internal data, specifically focusing on the implementation of Total Quality Management (TQM) and its role in improving the organization's operational performance ([Science Direct Study, 2024](#)).

### **Data Collection Techniques**

According to [Sugiyono \(2020\)](#), data collection techniques refer to the methods or approaches used to obtain the necessary information in a research study or scientific investigation. These techniques play a crucial role, as the quality of the collected data significantly influences the validity and reliability of the research results. The data collection process can be carried out through various methods depending on the research objectives, the type of data required, and the available data sources.

#### *Observation*

In this study, observation is conducted directly in the field to understand the actual conditions and to determine whether the ongoing processes align with the natural circumstances.

#### *Documentation*

The researcher documents all activities related to the focus of the study, including photographs and both official and personal documents. These documents serve as valid evidence of the data collection process throughout the fieldwork.

#### *Interview*

The researcher will conduct in-depth interviews directly with informants, specifically the management and staff members of LPK Takemura. The interview questions are unstructured and delivered in an informal, relaxed atmosphere to reduce the formality and allow respondents to answer more freely and naturally.

#### *Literature Review*

The literature review is conducted by gathering data sources from scientific journals, online books, and websites to support and strengthen the findings of this research.

### Data Analysis Techniques

[Samsu \(2017\)](#) states that data analysis is a systematic process carried out to manage, interpret, and draw conclusions from the data obtained during the research. Essentially, data analysis occurs throughout the research process, with the core activities comprising data reduction, data display, and conclusion drawing.

### Data Reduction

Data reduction is the initial step in data analysis, involving the filtering, selection, and organization of data to focus on information that is relevant and significant to the study. This process aims to eliminate excessive or irrelevant data, ensuring that only data aligned with the research objectives is analyzed. In qualitative research, data reduction may include coding or categorizing information based on specific themes. This step helps in managing data effectively and facilitates further analysis.

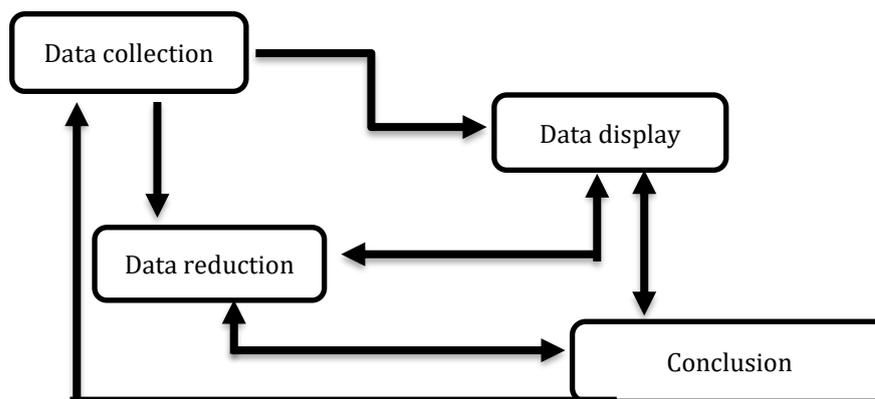
### Data Display

Data display involves presenting the selected and processed data in formats that are easy to understand and analyze. This may include tables, charts, diagrams, or narratives, depending on the nature and purpose of the data. In qualitative research, data may be displayed through direct quotations from interviews or detailed descriptions of observed phenomena. For quantitative research, data is often presented in numerical form, such as percentages or descriptive statistics. A clear and well-organized presentation enables researchers and readers to grasp findings and relationships within the data.

### Conclusion Drawing

Conclusion drawing is the final phase of data analysis, encompassing the interpretation and synthesis of the presented data. In this stage, researchers draw conclusions based on the analysis to answer the research questions or test hypotheses. These conclusions must be derived from valid and relevant data while taking into account all factors that may influence the research outcomes. This stage may also include the formulation of recommendations or practical implications based on the findings. Accurate conclusions provide a clear picture of the study's results and its contribution to the understanding of the researched topic.

These steps in the data analysis process are illustrated in the following diagram:



**Figure 1.** Components of Qualitative Data Analysis

Source: [Sugiyono \(2018\)](#)

## **FINDINGS AND DISCUSSION**

### **Implementation of Total Quality Management (TQM)**

Based on field findings, LPK Takemura Indonesia has adopted the principles of Total Quality Management (TQM) as outlined by [Goetsch and Davis \(2014\)](#) (in [Talibonso et al., 2021](#)). The ten core elements of TQM are implemented consistently and contribute significantly to the institution's performance.

#### *Customer Focus*

All informants indicated that LPK Takemura prioritizes understanding participant needs as a form of customer focus. Initial surveys, character assessments, and interviews are conducted before the training period. In addition, regular feedback is collected to assess satisfaction and adjust teaching methods to remain aligned with participant needs and industry expectations in Japan (Founder, Director, Administrative Staff, and Active Training Participants of LPK).

In TQM, the customer is central to all quality processes. [Goetsch and Davis \(2014\)](#) emphasize that customer-oriented organizations are more responsive to changing market demands. Meeting customer needs is considered the primary indicator of quality management success. LPK Takemura consistently applies this principle by valuing participant voices, strengthening its position as a responsive training institution, and contributing to increased satisfaction, loyalty, and retention throughout the training period.

#### *Obsession with Quality*

Quality is a fundamental principle in LPK Takemura's operations. Evaluations are conducted not only on participants but also on instructors and the learning system. Discipline, ethics, and high teaching standards are prioritized. When a decline in quality is detected, immediate evaluations and remedial training are conducted (Founder, Director, Administrative Staff, and Active Training Participants of LPK). An obsession with quality in TQM encompasses a "zero defect" culture and a commitment to excellence in all areas. According to Hansen & Mowen, organizations with a quality obsession continuously pursue improvements without compromising standards. This commitment is reflected in LPK's strict quality control systems, which enhance trust among participants and industry partners and ultimately boost the institution's reputation among stakeholders ([Emerald Study, 2019](#)).

#### *Scientific Approach*

LPK Takemura actively utilizes data throughout the training process, from pre-tests and routine evaluations to participant testimonials. This data is not only used for assessment but also to redesign training methods for improved effectiveness and efficiency (Founder, Director, Administrative Staff, and Active Training Participants of LPK). TQM emphasizes that decisions must be based on objective data rather than intuition alone. The use of valid data and structured analysis supports systematic improvement processes. This data-driven approach allows LPK to accurately identify weaknesses and implement targeted corrective actions, demonstrating a scientific culture that supports continuous quality improvement.

#### *Long-Term Commitment*

LPK Takemura's vision is not short-term. The institution is committed to continuously updating its curriculum, teaching strategies, and management systems to remain relevant to developments in the Japanese industry. This commitment is realized through strategic planning, the development of advanced programs, and the involvement of alumni as role models (Founder,

Director, Administrative Staff, and Active Training Participants of LPK). TQM requires long-term commitment from all levels of the organization, particularly top management. This commitment forms the foundation for continuous improvement and the consistent maintenance of quality. With a long-term orientation, LPK Takemura maintains its competitive edge in the training sector. This commitment also serves as a driving force in fostering an adaptive and innovative organizational culture.

#### *Teamwork*

Teamwork at LPK Takemura is fostered through open communication, weekly discussions, and equitable task distribution. Weekly meetings provide a strategic forum for addressing challenges, proposing solutions, and sharing innovations (Founder, Director, Administrative Staff, and Active Training Participants of LPK). TQM underscores the importance of teamwork in quality improvement. Every individual is considered part of an interconnected system, making collaboration essential to achieving common goals. This collaborative work culture creates a healthy work environment in which each staff member feels valued and contributes meaningfully to institutional progress, thereby enhancing work effectiveness and overall productivity.

#### *Continuous System Improvement*

Evaluations are regularly conducted for each training cohort. Improvements are made not only to training materials but also to assessment systems, teaching methods, and time management. The addition of *kaiwa* (Japanese conversation) classes is a concrete example of such improvements (Founder, Director, Administrative Staff, and Active Training Participants of LPK). The principle of continuous improvement is central to the philosophy of TQM. Improvement should be ongoing in every part of the organization. LPK's commitment to continuous enhancement shows that the institution does not settle for a single standard but strives to push the boundaries of achievement. This forms a foundation for sustainability amid external environmental changes.

#### *Education and Training*

Training is provided not only to participants but also to staff. LPK supports external training opportunities and encourages self-directed competency development (Founder, Director, Administrative Staff, and Active Training Participants of LPK). In TQM, training is an investment in developing superior human resources. Competent personnel adapt more quickly to change and contribute significantly to organizational quality. Internal capacity building through training results in a workforce that is not only skilled but also loyal and innovative, forming a long-term competitive advantage for the institution.

#### *Controlled Freedom*

Staff members are given the space to express opinions and share ideas, while still adhering to established systems. Final decisions undergo collective processes and validation from management or the parent organization in Japan (Founder, Director, Administrative Staff, and Active Training Participants of LPK). TQM promotes the involvement of all organizational elements while maintaining a balance between freedom and control. This approach ensures that creativity is nurtured without disrupting structural boundaries. The result is system stability coupled with active human resource engagement.

#### *Unity of Purpose*

All components of the institution—from instructors to participants—understand LPK's vision and mission. These are communicated formally during orientation and informally through

daily work culture practices (Founder, Director, Administrative Staff, and Active Training Participants of LPK). Goal alignment is a key pillar in TQM. When all individuals work toward the same direction, organizational effectiveness is significantly enhanced. This unified direction fosters solidarity and collective commitment to institutional goals. A strong and consistent work culture helps maintain stability and institutional reputation (Ibrahim et al., 2023).

#### *Employee Involvement and Empowerment*

Employees and participants are actively involved in system improvements and decision-making processes. Many ideas initiated by participants or staff have been implemented as tangible innovations (Founder, Director, Administrative Staff, and Active Training Participants of LPK). TQM emphasizes that employee involvement is a foundation of organizational success. Empowerment fosters a sense of ownership and responsibility for quality.

High levels of involvement strengthen loyalty and intrinsic motivation. LPK Takemura has successfully established a participative system that accelerates innovation and responsiveness to challenges.

#### **The Impact of TQM on Training Center Performance**

According to the theory proposed by Makapia et al. (2024), operational performance is assessed using three indicators, one of which is sales performance. At LPK Takemura Indonesia, the interview results show that the implementation of total quality management (TQM) has influenced this indicator, both directly and indirectly.

#### *Trainee Enrollment Trends*

The fluctuating number of enrollees over the years indicates a dynamic market influenced by various factors such as overseas employment trends, labor migration policies, and prospective trainees' preferences. From a TQM perspective, this requires organizations to continuously adapt to customer needs and external changes. LPK Takemura must engage in systematic market research to anticipate trends and guide recruitment strategies proactively, ensuring data-driven and forward-looking decision-making.

#### *Promotion Strategies and Partnerships*

Promotional efforts through social media and collaboration with external agencies are appropriate in today's digital landscape. These initiatives reflect TQM's emphasis on stakeholder engagement and system integration. By leveraging communication platforms popular among young people, such as Instagram, TikTok, and WhatsApp Groups, the institution can reach a broader market segment. Partnerships with educational institutions and local governments also strengthen LPK Takemura's reputation as a credible training provider. Performance-based evaluations of promotional efforts are essential to ensure efficiency and measurable impact.

#### *Curriculum Updates*

LPK Takemura demonstrates a strong commitment to industry relevance through regular curriculum updates. These include revisions to teaching methods, instructional materials, and the integration of Japanese-style character development. This reflects the TQM principle of continuous improvement, treating updates as an ongoing cycle rather than isolated events. To maximize impact, curriculum development should involve external stakeholders such as alumni and industry partners. This ensures that updates are not merely reactive but proactive and aligned with real-world labor market demands.

### *Trainee Data Management*

The digitalization of trainee data reflects innovation in information system management. With an integrated digital database, processes such as attendance tracking, learning assessments, and training outcomes become more efficient and accurate, supporting TQM's principle of system integration.

### *Research*

The results of the study show that the core principles of Total Quality Management (TQM) are firmly embedded in the institutional management of LPK Takemura Indonesia. All elements of TQM, from customer focus and continuous improvement to employee empowerment, are actively applied in daily operations. These practices have resulted in tangible improvements in organizational performance, particularly in financial efficiency, enrollment stability, and high customer satisfaction levels (Ilhamsyah et al., 2021; Sadikoglu & Zehir, 2014).

However, despite implementing TQM, participant numbers remain unstable. This is due to competition with digital platforms and limited staff training. As one training participant stated: "We feel that the digital system is still not optimal; sometimes attendance data and grades are not synchronized" (Administrative Staff). Field findings also indicate areas that require further development to optimize and sustain TQM implementation. One key area is staff training. Currently, internal capacity building is largely driven by individual initiatives and lacks a structured schedule.

This risk creates uneven quality among staff and may undermine the long-term effectiveness of the system. Structured and regular training programs are therefore needed for both instructional and administrative personnel.

Furthermore, although a digital monitoring and evaluation system has been introduced, its current application is limited to basic administrative data collection. To fully adopt the TQM principle of data-driven decision-making, LPK Takemura is encouraged to develop a real-time performance dashboard. This tool will improve problem detection and facilitate evidence-based strategic decision-making. The implementation of TQM at LPK Takemura has contributed significantly to comprehensive institutional quality improvement. Responsiveness to market dynamics and high trainee satisfaction levels are relevant indicators of success.

These findings are consistent with the theoretical framework of Goetsch and Davis (2014), who state that TQM is a strategic approach capable of driving comprehensive organizational performance through synergy between quality, innovation, and stakeholder participation. By strengthening its internal training programs and digital evaluation systems, LPK Takemura has the potential to become a regional or even national model for quality-oriented vocational training institutions. The mature and sustainable implementation of TQM will be key to meeting global industry demands and future workforce needs.

## **CONCLUSIONS**

Based on the results of the study, the implementation of Total Quality Management (TQM) at LPK Takemura Indonesia has been proven to have a positive impact on improving the performance of the institution, particularly in terms of increasing the number of training participants, customer satisfaction, and the effectiveness of internal management. The implementation of key TQM principles such as customer focus, teamwork, continuous improvement, and long-term commitment has shaped an organizational culture that is quality-oriented and adaptive to changing industry needs.

Theoretically, this research makes an important contribution to the development of TQM theory in the context of vocational education. The results of the study show that the TQM concept, which was initially widely applied in the industrial sector, can be effectively adapted in vocational

training institutions. This adaptation broadens the scope of TQM theory by emphasizing the importance of human resource involvement, organizational learning, and digital system integration as factors supporting the success of quality management in the non-formal education sector.

In practical terms, the results of this study offer several strategic recommendations to improve the effectiveness of TQM implementation at LPK Takemura and similar training institutions, including:

1. Organizing structured and continuous staff training and development programs to maintain service quality consistency.
2. Developing a digital monitoring dashboard to monitor participant data, evaluation results, and institutional performance indicators in real-time.
3. Establishing a feedback and complaint handling system so that the institution can respond to participants' needs quickly and appropriately.
4. Strengthening cooperation with industry and alumni to ensure the relevance of the curriculum to the needs of the job market and to expand job placement opportunities for graduates.

Thus, the application of TQM at LPK Takemura not only contributes to improving the performance of the institution but also enriches the theoretical understanding of the application of quality management in the vocational education sector. institutions.

#### LIMITATION & FURTHER RESEARCH

This study has several limitations that need to be considered. First, the study only focuses on one institution, namely LPK Takemura Indonesia, so the results cannot be generalized to all job training institutions in Indonesia. Second, the number of informants involved is limited, consisting of leaders, administrative staff, and active training participants, so it does not include the views of alumni or industry as users of graduates. Third, this study used a descriptive qualitative approach that did not quantitatively measure the relationship between the level of TQM implementation and institutional performance indicators.

For further research, it is recommended to involve more training institutions in various regions as comparative studies, add perspectives from alumni and industry partners, and use a mixed methods approach so that the relationship between TQM implementation and institutional performance can be tested more deeply and measurably.

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