

THE IMPLEMENTATION OF *KAIZEN* TO IMPROVE AFTER SALES SERVICE IN *GENERAL REPAIR (GR)* WORKSHOP OF PT NASMOCO KALIGAWA SEMARANG

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ABSTRACT

This study aims to find out the application of *kaizen*, the impact felt by the employees in applying *kaizen* and the customers' feedback on *kaizen* products that have been implemented to improve the *after sales service* of PT Nasmoco Kaligawe Semarang *general repair* workshop.

This study was conducted by using qualitative research method in analyzing the application of *kaizen*. The method of data collection was carried out by conducting observation and documentation. The data collection method to find out the impact that employees feel and the customers' feedback on *kaizen* products that have been implemented used the direct interview method with 4 employees who have applied *kaizen* and 5 customers who have experienced *kaizen* products.

The results of this study indicate that the application of *kaizen* in PT Nasmoco Kaligawe Semarang *general repair* workshop has run well. The impact felt by the employees is also good, the employees become more satisfied at work. The feedback given by the customers for *kaizen* that has been conducted is very good. *Kaizen* makes the customers more comfortable and satisfied with the services provided to themselves and their vehicles.

Keywords : *Kaizen*, employees' satisfaction, customers' satisfaction, service quality.

INTRODUCTION

The rapid development of the automotive industry in Indonesia has made the level of competition tight, especially in the car industry. The car Brand Holder Sole Agent (BHSA) keep performing innovation on their respective products. This can be seen from the increasingly diverse brands and types of cars in Indonesia which have resulted in consumers becoming more selective in choosing which car products to buy. Supported by the development of highly advanced information media, the customers can conduct review of the dream car more deeply and independently.

After getting the dreamed car from the *dealer*, every consumer wants the condition of their vehicles to be always prime and safe to use. Here, the *dealer* will get his role back to get profit coffers through the *after sales* division in the form of *maintenance* or vehicle maintenance. *After Sales* division is a fertile field for dealers because it provides all *maintenance* for the customers' vehicle in the long run, starting after the customers receive the vehicle up to the time of ownership. Not only their vehicles, the vehicle owners must also be given satisfying experience when they are in the *after sales* area. When the customers are satisfied, the customers will come back to do *service retention*, repurchase new units, even the customers will recommend the dealer services to others.

Based on studies conducted by J.D. Power Asia Pacific in J.D. Power 2017 *Indonesian Customer Service Index (Mass Market) Study*, Toyota and Mazda were in the highest rank

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for the *after sales* service satisfaction level with the acquisition of 744 points. Toyota specifically shows excellent performance in terms of service initiation and service quality. Whereas in the internal study conducted by Toyota Astra Motor (TAM), *customer satisfaction level* of Toyota customers nationally in 2017 showed the score of 879.

It is known that all Toyota *dealers* apply a culture in their company, this culture is used to solve problems, to make problem solving strategy, to improve the process, to evaluate and to standardize. The culture is *kaizen*. In Japanese, *kaizen* means *continuous improvement*. *Kaizen* philosophy focuses on the process and way of thinking, in contrast to western concepts that focus on innovation and results. *Kaizen* is an aspect of gradual change, there are always factors and parts of the process that can be improved (Imai, 1991). In the international world, *Kaizen* is recognized as a strong strategic instrument for improving productivity, quality, efficiency and security (Titu, Oprean, & Grecu, 2010). *Kaizen* doesn't blame people nor eliminate people, but gets rid of things that don't need to be done.

In the current economic condition, we must look for new way which is bolder to achieve goals effectively and efficiently. This is based on the awareness and the fact that our steps in working and daily tasks are not the most effective and efficient steps to be taken. This is the duty of everyone in a company. In workplace such as workshop, continuous improvement is carried out by involving everyone, both managers and workers. Starting from small thing, cheap, avoiding waste, simplifying work, not wasting time, benefiting for the environment and easy to apply. Repairing and improvement made not only focus on increasing productivity in every process that exists, but maintaining the customers' satisfaction is something that should not be forgotten in an automobile repair service industry. Therefore a consistent evaluation must also be made on each process and product to maintain the standards set by the company. The concept of *kaizen* is implanted in every employees at the *dealer*. Thus, each employees will be able to do *kaizen* in their respective work areas. So that *kaizen* becomes a culture and corporate identity that makes Toyota possesses a good *after sales* system to build a company and to provide maximum service to the customers.

Unlike companies that use a mediocre work culture in their organizations, they tend to have a lack of understanding between top management and employees at every level in the need to produce constructive suggestions or ideas. A suggestion system that promotes effective communication between management and employees at every level is very important. This is because the system of improvement suggestion will encourage employees to contribute their improvement ideas based on the experience they have gained throughout the life they have lived either in the world of work or social life. The success of culture applied and developed in Japan has enabled companies that embrace this culture to experience improvement in the customers' satisfaction, to increase productivity indexes, to reach world class standard, to increase the employees' job satisfaction, income and the customers' satisfaction.

From the presentation, the writer was motivated to conduct a study about *kaizen* on *after sales* services at an authorized dealer under the auspices of Toyota. The dealer in question is P.T Nasmoco Kaligawe Semarang (Nasmoco Kaligawe) which is the largest *Authorized Toyota Dealer* in Central Java and Yogyakarta to present times. From this background, the writer took the title, "The Implementation of *Kaizen* to Improve *After Sales Service* in *General Repair* (GR) Workshop of P.T Nasmoco Kaligawe Semarang." Based on the background of the problem described above, the problem formulation can be taken as follows: How is the application of *kaizen* in increasing the customers' satisfaction in the *general repair* (GR) workshop of PT Nasmoco Kaligawe Semarang after sales?

LITERATURE REVIEW

The word *kaizen* derives from two Japanese words "*kai*" which means changing and "*zen*" which means to be better (Palmer, 2001). In Japanese, *kaizen* means continuous improvement. *Kaizen* philosophy focuses on the process and the way of thinking, in contrast to the western concept that focuses on innovation and result. *Kaizen* is an aspect of gradual changing, there are always factors and parts of the process that can be improved (Imai, 1991). *Kaizen* emphasizes that the processing stage in the company must be improved so that results can increase (Imai, 1998). In applying *kaizen*, it is believed that a good process will give good results (*Japan Human Relations Association*, 1997). In the international world, *kaizen* is recognized as a strong strategic instrument to improve productivity, quality, efficiency and security (Titu, Oprean, & Grecu, 2010). This continuous improvement involves the participation of all people in the organization from the top management to the employees at lower levels.

Kaizen is an initiation in response to problems faced by Japanese industries after World War II, such as the limited resources and the difficulties in obtaining raw materials. Therefore, the Japanese companies began to look for the ways to improve their production process by minimizing waste and optimizing process efficiency. Initially the *kaizen* initiative was led by Toyota manufacturer in their efforts to become global automotive leader who tried to emphasize additional change, low-cost solutions, employee empowerment and organizational development that were continuously enhanced by emphasizing process rather than result (Imai, 1986). The various *kaizen* activities include *Total Quality Management (TQM)*, *customer orientation*, robotics, automation, *visual control*, quality control, suggestionsystem, *Quality Control Circle (QCC)*, workplace discipline, preventive measures, quality improvement, productivity improvementto *new product development*. *Kaizen* can be started by realizing that every company has problem. *Kaizen* solves the problem by forming a corporate culture where everyone can raise their problems freely (Imai, 1998).

Kaizen and management relation is very close, in *kaizen* management has two main functions (Imai, 1998):

1) Maintenance

That is technology maintenance activities, management system and the existing operational standard while keeping this standard through training and discipline with the aim that all employees can comply with *standard operating procedure (SOP)* that have been set. The existing facilities are not used by all employees in a company, but the facilities related to common interests, the applicable SOP must be known together and adhered to each employee that is directly related to it, so that an accident does not occur. Therefore the role of each persons in the company should support each other to create a culture of consistency in maintenance is not only from speech but also based on the actual actions of each employees.

2) Repair

The activities aimed to raise the existing standard,improving each existing process in stages to achieve the targeted goals.

These two functions are considered as the standard of maintenance and repair. The improvement itself can be divided into *kaizen* and innovation. *Kaizen* is a small improvement that takes place continuously, while innovation is a drastic improvement as a result of investing large amounts of resources in technology or equipment. *Kaizen* emphasizes human effort, morality, communication, training, cooperation, empowerment and self discipline. These approaches are the improvement approach based on low cost common sense (Imai, 1998).

RESEARCH METHOD

In this study, the writers used descriptive research typewith qualitative data type. The location of this research was conducted at P.T Nasmoco Kaligawe Semarang, Central Java, *after sales* division, *general repairworkshop*, Jalan Raya Kaligawe KM 5 Semarang.

Informants in this study are people who really understand and are directly related to the implementation of *kaizen* to improve the *after sales servicegeneral repairworkshop* of P.T Nasmoco Kaligawe Semarang. The informants consisted of the employees and the customers of the *after sales general repair* of P.T Nasmoco Kaligawe Semarang.

RESULT AND DISCUSSION

From the results of interviews about how the impact felt by the employees of P.T Nasmoco Kaligawe Semarang *after sales general repair* (GR) workshop in implementing *kaizen* is that employees actually know that *kaizen* is a continuous change or *continuous improvement* and join in applying *kaizen* in their respective work areas in the workshop through *small group activity* (SGA). The changes made of course for the comfort and the safety of each employees and workpiece in each work area. Not only are employees active but workshop management also provides full support to implement*kaizen* by providing facilities in the form of fund, training, rooms until there are costs that are indeed budgeted for this activity such as for consumption when *kaizen* sharing activities take place.

There certainly are challenges faced in implementing *kaizen*. The factors that become the challenges in doing *kaizen* are motivations that must always be fostered, consistency that must always be monitored and the willingness of each individual to act sincerely for the sake of the progress and the change in a better direction. With the rules that have been mutually agreed upon, the activities can be carried out routinely and consistently. The compact collaboration is absolutely necessary considering that *Kaizen* done to make work better, more effective and efficient, involves many people in the processfor a long time. Again the process is very valuable learning for each employees to develop and to interact with each other.

The impact felt by employees in conducting *kaizen* gives very much positive change felt. Starting from self-development being better to the feeling of comfort will accumulate in working with people around, so that a sense of *respect for people* or care for each other with friendsarises. Therefore, there will be solidarity in it. Not only that, *kaizen* can also be implemented by the employees in daily life in finding problems and finding out the right solution. As a result when the employees are comfortable working, the employees will be loyal to the company and provide good quality service for the customers' satisfaction. This good culture can also be an added value in the eyes of the customers regarding the service in Nasmoco Kaligawe workshop.

Workshop management that always guides and performs supervisory functions, is also very helpful in implementing *kaizen* in a company. The company also provides spiritual support that all efforts made must be accompanied by a prayer to Allah the Almighty by conducting a routine weekly recitation in the workshop and Friday prayers in congregation each week. When the employees feel satisfied, the services provided to the customers will be even more extraordinary.

From the patterns and concepts above, the variables that arise include:

1. *Kaizen* and *kaizen* organization.
2. *Perfect SOP delivery*.
3. *Employees' satisfaction*.
4. *Employees' loyalty*.

5. *Quality service.*

6. *Customers' satisfaction.*

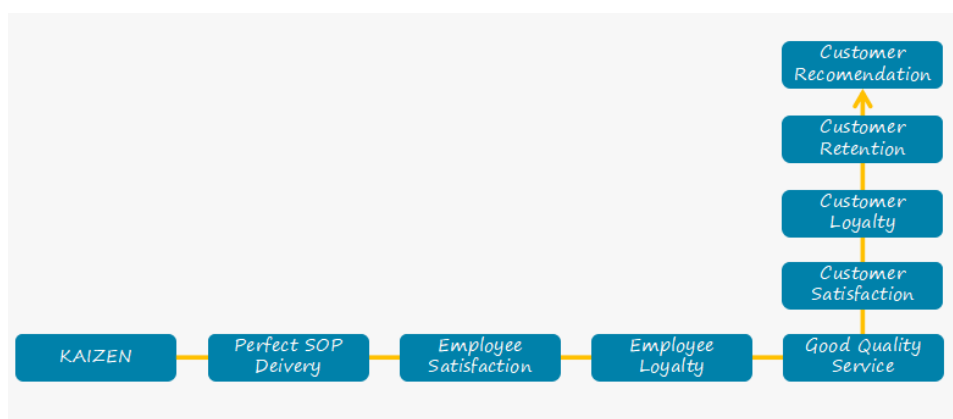
From the results of interviews about how customers' *feedback on kaizen* that has been implemented to the *general repair (GR) after sales workshop* of P.T Nasmoco Kaligawe Semarang is that good and professional service quality is friendly, fast service, complete facilities and most importantly complaints must be solved properly. Services that have been given by *after sales* of Nasmoco Kaligawe according to the customers are good, very *customer first* where customers are very concerned and maintained their comfort starting from *booking*, accepting, to the delivery. Facilities and quality of service provided by each process are carried out professionally according to the price offered.

Feedback about *kaizen* or *improvement* done is very good for the customers, the customers are greatly helped by the diagnosis staff at reception, details of excavation of complaints are also good until there is *kaizen* product in the form of customer handling, if there is a complaint, there must be SOP to conduct. Even the customers are also included in the repair process, namely when conducting *test drive* to ensure complaints and determine whether the complaint has been completely resolved. This is an educational tool for the customers so that the customers also know how the repair process runs every process. It also fosters the customers' trust in the workshop. The *kaizen* product that has been felt by the customers is a differentiation that becomes a separate selling value for the customers. Customers who are satisfied with *after sales* service of Nasmoco Kaligawe, will conduct *service retention* for future service. Of course this will greatly help company to get more profits. Not only that, the customers will also recommend *after sales* services of Nasmoco Kaligawe to the others. This is also an advantage for Nasmoco, because *word of mouth* from the customers will make Nasmoco Kaligawe better known and become *service reference* for more customers.

From the patterns and concepts above, the variables that arise include:

1. *Kaizen.*
2. *Service quality.*
3. *Customers' satisfaction.*
4. *Customers' loyalty.*
5. *Customers' retention.*
6. *Customers' recommendation.*

Based on the categorization of data that patterns and concepts have been identified from the results of interviews with the employees and the customers who are directly involved in the implementation of *kaizen*, the following variables are found.



1. *Kaizen* and *kaizen* organization.
2. *Perfect SOP* delivery.
3. *Employees' satisfaction*.
4. *Employees' loyalty*.
5. *Quality of service*.
6. *Customers' satisfaction*.
7. *Customers' loyalty*.
8. *Retention / repurchase*.
9. *Customers' Recommendation*.

CONCLUSION

Based on a series of studies that have been conducted, observation and data processing as well as the results of data analysis that refers to the problem and purpose of the study, it can be concluded that:

1. The *kaizen* implementation with the concept of *Toyota Business Practice* (TBP) to improve the after sales service in the GR workshop of P.T Nasmoco Kaligawe Semarang has been going well. The *kaizen* products that have been implemented can improve the after-sales service.
2. When working conditions is more secure and comfortable, the employees will be satisfied and happy while working, so that loyalty will grow. The employees' loyalty will form good teamwork and increase the employees' awareness of *kaizen* implemented in the company, so that the service will be better to provide maximum satisfaction for the customers.
3. When the customers are satisfied with the *after sales* service provided, the customers surely will do retention. In addition to doing retention, the customers will recommend the services to the others.

RESEARCH LIMITATION

This study still has several limitations that can be taken into account by the future researchers. Some limitations of the study include:

1. The object of research is still limited only to the *general repair* (GR) workshop of P.T Nasmoco Kaligawe Semarang in Central Java, while in Indonesia there are still many Toyota dealers with various kinds of *kaizen* with various problems in geographical and demographic conditions that are different one from another.
2. Some conditions when conducting interviews, the researchers felt a little implicit meaning that there were some things considered biased, but that could be solved by *cross checking* with other informants and also *actual check* of the real conditions in the field during the observation.

SUGGESTION

Based on the results of the analysis and the conclusions obtained, the suggestions that can be proposed, either for the general repair (GR) workshop of P.T Nasmoco Kaligawe Semarang or further researches, are:

- 1) Evaluation of the problems must be carried out continuously for the development of the company.
- 2) The *kaizen* products that have been implemented must be carried out consistently by all employees.

- 3) It is very important for the company leaders and all employees to continuously monitor the flow of the process or the activities of each company staff so that the sustainability of the company with all its success in achieving goals is maintained.

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