

ABSTRAK

Skripsi dengan judul “Implementasi *Total Quality Management* Dalam Upaya Meningkatkan Mutu Pelayanan Nasabah di Bank Rakyat Indonesia Syariah Kantor Cabang Sidoarjo” ini ditulis oleh Vira Meylinda Mustika Sari, NIM. 17401163260, dengan dosen pembimbing Ibu Hj. Amalia Nuril Hidayati, M. Sy.

Latarbelakang penelitian ini oleh perkembangan jumlah anggota nasabah yang jumlahnya sangat banyak dan mendapatkan pelayanan secara langsung oleh Bank Rakyat Indonesia Syariah Kantor Cabang Sidoarjo. Sehingga dengan meningkatkan mutu pelayanan terhadap nasabah inilah yang menjadi motivasi peneliti untuk meneliti bagaimana *Total Quality Management* dalam meningkatkan mutu pelayanan nasabah.

Fokus penelitian ini adalah: (1) Bagaimana implementasi *Total Quality Management* di Bank Rakyat Indonesia Syariah Kantor Cabang Sidoarjo? Bagaimana mutu pelayanan nasabah di Bank Rakyat Indonesia Syariah Kantor Cabang Sidoarjo? (3) Bagaimana faktor pendukung dan penghambat implementasi *Total Quality Management* dalam meningkatkan pelayanan nasabah di Bank Rakyat Indonesia Syariah Kantor Cabang Sidoarjo?

Penelitian ini menggunakan penelitian kualitatif dengan metode atau pendekatan studi kasus (*case study*). Data – data yang digunakan dalam penelitian adalah data primer maupun sekunder, data ini diperoleh melalui observasi, wawancara mendalam, dan dokumentasi.

Dari hasil penelitian ini ditemukan bahwa: (1) implementasi *Total Quality Management* di di Bank Rakyat Indonesia Syariah Kantor Cabang Sidoarjo mulai dari fokus pada nasabah, obsesi terhadap kualitas, pendekatan ilmiah, komitmen jangka panjang, melibatkan dan pemberdayaan karyawan, pelatihan dan pendidikan, perbaikan berkesinambungan, kerjasama tim (*teamwork*), kebebasan yang terkendali, hingga kesatuan tujuan (2) mutu pelayanan nasabah di di Bank Rakyat Indonesia Syariah Kantor Cabang Sidoarjo mulai dari fasilitas/ bukti fisik (*tangible*), kehandalan (*reliability*), daya tanggap (*responsiveness*), jaminan (*assurance*), hingga empati (*emphaty*) (3) faktor pendukung dan penghambat implementasi *Total Quality Management* meningkatkan pelayanan nasabah mulai dari faktor pendukung adanya kerja sama tim dan jajaran, adanya pimpinan yang demokratis mampu menjadikan semua pihak bisa bekerja dengan senang hati hingga adanya kinerja staff dan karyawan yang dihargai baik sedangkan, faktor penghambatnya, meliputi: adanya sebagian karyawan yang terlalu cepat merasa puas dengan hasil yang dicapai maka bisa menyebabkan gagalnya transformasi mutu, rendahnya disiplin bekerja bisa menghambat produktivitas kinerja hingga adanya perubahan kondisi ekonomi dan politik.

Kata Kunci: *Total Quality Management*, Mutu Pelayanan, Kualitas Nasabah

ABSTRACT

Thesis with title “**Implementation Total Quality Management In Efforts To Improve Customer Service Quality At Bank Rakyat Indonesia Syariah Sidoarjo Branch Office**” was written by Vira Meylinda Mustika Sari, NIM. 17401163260, with advisor by Mrs. Hj. Amalia Nuril Hidayati, M. Sy.

This research is the development of the number of customer members who are very large in number and get direct service by the Bank Rakyat Indonesia Syariah Sidoarjo Branch Office. So that by improving the quality of service to customers this is the motivation for researchers to examine how Total Quality Management is in improving the quality of customer service.

The formulations of the problems in this study are: (1) How is the implementation of Total Quality Management at Bank Rakyat Indonesia Syariah Sidoarjo Branch Office? (2) How is the quality of customer service at Bank Rakyat Indonesia Syariah Sidoarjo Branch Office? (3) What are the supporting and inhibiting factors for the implementation of Total Quality Management in improving customer service at Bank Rakyat Indonesia Syariah Sidoarjo Branch Office?.

This research uses qualitative research with a case study method or approach. The data used in this research are primary and secondary data, this data is obtained through observation, in-depth interviews, and documentation.

From the results of this study it was found that: (1) Implementation of Total Quality Management at Bank Rakyat Indonesia Syariah Sidoarjo Branch Office, starting from focus on customers, obsession with quality, scientific approach, long-term commitment, employee involvement and empowerment, training and education, improvement continuous, teamwork, controlled freedom, to a unity of purpose (2) Customer service quality at Bank Rakyat Indonesia Syariah Sidoarjo Branch Office starting from facilities/ physical evidence (tangible), reliability, responsiveness, assurance, to empathy (3) Supporting and inhibiting factors for the implementation of Total Quality Management improve customer service starting from supporting factors for teamwork and ranks, the existence of a democratic leader that is able to make all partices work happily until the performance of staff and employees that are well respected, whereas the inhibiting factor, include: there are some employees who are too quickly satisfied with the results achieved, it can lead to failure of quality transformation, lack of work discipline can hinder performance productivity and changes in economic and political conditions.

Keywords: Total Quality Management, Service Quality, Customer Quality.