

ABSTRAK

Siska Ariska, 2021, Analisis *Total Quality Management* pada PT. BPRS Al-Madinah Tasikmalaya.

Total Quality Management (TQM) merupakan suatu pendekatan dalam usaha memaksimalkan daya saing melalui perbaikan terus menerus atas suatu jasa, manusia, produk, dan lingkungan. Manajemen mutu suatu bank dapat dikatakan baik apabila seluruh kegiatan operasionalnya berfokus pada kualitas dan didasarkan atas partisipasi dari keseluruhan sumber daya manusia di dalamnya. Kemudian, kepuasan pelanggan juga menjadi suatu tolak ukur terlaksananya manajemen mutu bank yang baik terlebih ketika suatu bank dapat memberikan dan melayani kebutuhan nasabah sesuai pelayanan yang diharapkan nasabah. Beberapa persoalan yang dihadapi PT. BPRS Al-Madinah Tasikmalaya terkait SDM, pelayanan nasabah, kerjasama tim, pelaksanaan diklat harus secara berangsur-angsur diperbaiki dengan melakukan upaya perbaikan terus menerus sesuai dengan konsep TQM. Tujuan penelitian adalah untuk mengetahui bagaimana analisis *Total Quality Management* di PT BPRS Al-Madinah Tasikmalaya dan Untuk mengetahui apa saja kendala dalam pelaksanaan TQM di PT BPRS Al-Madinah Tasikmalaya.

Jenis penelitian ini adalah penelitian kualitatif dengan metode deskriptif. Teknik pengumpulan datanya menggunakan teknik wawancara, observasi, dan dokumentasi. Peneliti melakukan observasi juga wawancara secara langsung kepada Kabag Operasional, Sejumlah karyawan di bidang operasional, dan nasabah BPRS Al-Madinah Tasikmalaya.

Hasil penelitian ini menunjukkan bahwa PT. BPRS Al-Madinah selalu melakukan upaya perbaikan terus menerus sesuai dengan konsep *Total Quality Management*. Ditunjukkan dengan selalu melakukan upaya fokus pada nasabah, memiliki obsesi terhadap kualitas, adanya komitmen jangka panjang, adanya upaya perbaikan sistem secara berkesinambungan, kebebasan yang terkendali, kesatuan tujuan, dan adanya keterlibatan dan pemberdayaan karyawan. Meskipun unsur-unsur TQM tersebut dapat dikatakan belum terlaksana secara maksimal karena terdapat kendala-kendala yang dihadapi, namun PT. BPRS Al-Madinah Tasikmalaya selalu berupaya melakukan perbaikan secara kontinu agar kualitas lembaga semakin meningkat.

Kata Kunci : *Total Quality Management*, perbaikan terus-menerus, kualitas, BPRS.

ABSTRACT

Siska Ariska, 2021, Analysis of Total Quality Management at PT. BPRS Al-Madinah Tasikmalaya.

Total Quality Management (TQM) is an approach in an effort to maximize competitiveness through continuous improvement of services, people, products, and the environment. The quality management of a bank can be said to be good if all of its operational activities are focused on quality and are based on the participation of all human resources in it. Then, customer satisfaction is also a measure of the implementation of good bank quality management, especially when a bank can provide and serve customer needs according to the service customers expect. Some of the problems faced by PT. BPRS Al-Madinah Tasikmalaya related to human resources, customer service, teamwork, the implementation of education and training must be gradually improved by making continuous improvement efforts in accordance with the TQM concept. The aim is to find out how to analyze Total Quality Management at PT BPRS Al-Madinah Tasikmalaya and to find out what are the obstacles in the implementation of TQM at PT BPRS Al-Madinah Tasikmalaya.

This type of research is qualitative research with descriptive methods. Data collection techniques using interview techniques, observation, and documentation. Researchers conducted observations as well as direct interviews with the Head of Operations, a number of employees in the operational field, and customers of BPRS Al-Madinah Tasikmalaya.

The results of this study indicate that PT. BPRS Al-Madinah always makes continuous improvement efforts in accordance with the concept of Total Quality Management. It is shown by always making efforts to focus on customers, having an obsession with quality, long-term commitment, continuous system improvement efforts, controlled freedom, unity of purpose, and employee involvement and empowerment. Although the elements of TQM have not been implemented optimally because of the obstacles faced, PT. BPRS Al-Madinah Tasikmalaya always strives to make continuous improvements so that the quality of the institution will increase.

Keywords: Total Quality Management, continuous improvement, quality, BPRS.