RINGKASAN

Anindya Febrianti, Jurusan Teknik Industri, Universitas Brawijaya, Februari 2014, Analisis Pengaruh Budaya Kualitas Perusahaan terhadap Keberhasilan Implementasi *Total Quality Management* (Studi Kasus di PT Boma Bisma Indta (PERSERO)), Dosen Pembimbing: Ishardita Pambudi Tama, Oke Oktavianty.

Perkembangan dunia usaha dalam era globalisasi yang semakin pesat, membuat persaingan dalam dunia industri. *Total Quality Management* merupakan jawaban atas kebutuhan diatas. Total Quality Management (TQM) adalah filosofi manajemen yang didorong oleh kebutuhan dan harapan pelanggan yang berfokus pada perbaikan terus-menerus dalam proses kerja. PT Boma Bisma Indra (Persero) merupakan perusahaan perseroan terbatas milik negara (BUMN) yang bergerak dalam bidang industri strategis. Permasalahan pada PT Boma Bisma Indra adalah pembengkakan biaya reenginering dan precommand untuk cacat produk, yang mengakibatkan PT Boma Bisma Indra (PERSERO) membutuhkan pendanaan lebih untuk meningkatkan kemampuan produksinya. Sedangkan sekitar 60% komponen produksi masih impor, yang mengakibatkan ROI PT Boma Bisma Indra jauh diangka normal. Permasalahan pada tidak maksimalnya implementasi *Total Quality Management* ini terindikasi pada budaya kualitas organisasi yang tertanam pada perusahaan.

Penelitian ini menggunakan metode *Structural Equation Modeling* (SEM), yaitu metode analisis multivariat yang merupakan suatu teknik statistik yang dipakai untuk menguji serangkaian hubungan antara beberapa variabel yang terbentuk dari variabel faktor atau variabel terobservasi. Melalui metode ini, pengaruh dari kebudayaan kualitas organisasi terhadap keberhasilan implementasi *Total Quality Management* dapat diketahui tingkat pengaruhnya. Metode ini juga aka memberikan petunjuk mengenai indikator budaya kualitas yang tidak terdapat pada perusahaan, untuk diberikan usulan perbaikan.

Berdasarkan analisis *Structural Equation Modelling*, menunjukkan bahwa permasalahan PT Boma Bisma Indra atas tidak optimalnya implementasi *Total Quality Management,* disebabkan oleh budaya kualitas organisasi. Terdapat 6 indikator yang yang telah mendukung budaya kualitas PT Boma Bisma Indra yaitu indikator filosofi, keyakinan, norma, nilai, tradisi serta harapan. Sedangkan, untuk ke 2 indikator tidak mendukung. Sehingga, rekomendasi perbaikan pada indikator sikap adalah quality culture circle (QCC), membentuk Employee Sugestion System (ESS), melakukan *customer satisfaction* secara berkala, serta penerapan pokayoke. Pada indikator kedua yaitu prosedur, perusahaan diharapkan menerapkan *Training Need Analysis (TNA)* untuk memberikan pendidikan dan pelatihan secara terstruktur.

SUMMARY

Anindya Febrianti, , Department of Industrial Engineering, Faculty of Engineering, Brawijaya University, February 2014, Analysis of Quality Cultural of the Company on the success Implementation of Total Quality Management (Case Study of PT Boma Bisma Indta (PERSERO)), Academic Supervisors: Ishardita Pambudi Tama, Oke Oktavianty.

Business development in the era of globalization is rapidly increasing, that made the competition in the industry. Total Quality Management is the answer to the above requirements. Total quality management (tqm) is a management philosophy that is driven by customer needs and expectations focused on continuous improvement in the work process. PT Boma Bisma Indra (Persero) is a state-owned limited liability company (SOE) which is engaged in strategic industries, and has implemented an integrated quality management. Problems with the PT Boma Bisma Indra is reengineer cost overruns and fulmination for product defects, which resulted PT Boma Bisma Indra (Persero) requires more funding to improve its production capabilities. While about 60% of components are still imported production, which resulted in ROI PT Boma Bisma Indra far above normally. Problems that indicated on organizational quality culture that is embedded in the company, which makes the implementation was less optimum.

This study uses Structural Equation Modeling (SEM), which is a multivariate analysis method where a statistical technique used to test a series of relationships between multiple variables that form of variable factors or variables observed . Through this method , the influence of organizational culture on the successful implementation of quality Total Quality Management to determine the level of influence. Based on the analysis of Structural Equation Modeling, Quality culture endogenous variables significantly influence the exogenous variable in the implementation of Total Quality Management. This method also give some instructions for quality cuture that not be implemented in organition, to make recomendation.

Based on the analysis of Structural Equation Modeling, problem of implementation of Total Quality Management PT Boma Bisma Indra above is less optimum , due to the quality of the organization's culture. There are six indicators that have supported a culture of quality PT Boma Bisma Indra which are philosophy , beliefs , norms , values , traditions and expectations . Meanwhile , for the 2nd indicator is not supported by both these indicators. Recommendations for improvement based on 2 indicators are quality culture circle (QCC), forming Employee sugestion System (ESS), conduct periodic customer satisfaction , and implement management tools pokayoke . In the second indicator is the procedure, the company is expected to implement the Training Need Analysis (TNA) to provide education and training in a structured manner .