

ABSTRAK

**HUBUNGAN TOTAL QUALITY MANAGEMENT
DENGAN BIAYA KEGAGALAN
(Studi Kasus pada CV. Mayaplas Musi Raya)**

YANDERI WIJAYA

**UNIVERSITAS SANATA DHARMA
2004**

Tujuan dari penelitian ini adalah 1) untuk mengetahui prinsip dan unsur *total quality management* yang diterapkan pada CV. Mayaplas Musi Raya, 2) untuk mengetahui apakah ada hubungan negatif yang signifikan antara *total quality management* (yang diproksi dengan persentase produk berkualitas baik) dengan biaya kegagalan.

Teknik pengumpulan data yang digunakan adalah wawancara, observasi, dan dokumentasi. Untuk menjawab permasalahan pertama dilakukan analisis kualitatif. Analisis kualitatif ini dilakukan dengan cara melakukan wawancara kepada manajer, karyawan, dan konsumen tentang prinsip dan unsur *total quality management*. Prinsip *total quality management* meliputi: kepuasan pelanggan, respek terhadap setiap orang, manajemen berdasarkan fakta, dan perbaikan berkesinambungan. Unsur *total quality management* meliputi: fokus pada pelanggan, obsesi terhadap kualitas, pendekatan ilmiah, komitmen jangka panjang, kerja sama tim, perbaikan sistem secara berkesinambungan, pendidikan dan pelatihan, kebebasan yang terkendali, kesatuan tujuan, dan adanya keterlibatan dan pemberdayaan karyawan. Untuk menjawab permasalahan kedua digunakan analisis korelasi.

Berdasarkan hasil penelitian dan pengujian statistik diperoleh hasil sebagai berikut: 1) CV. Mayaplas Musi Raya sudah menerapkan prinsip dan unsur *total quality management*, yaitu: kepuasan pelanggan eksternal, pemberdayaan karyawan, kerja sama tim, perbaikan berkesinambungan, obsesi terhadap kualitas, pendekatan ilmiah, komitmen jangka panjang, dan kesatuan tujuan. Dari prinsip dan unsur *total quality management* tersebut ada beberapa yang belum dilaksanakan dengan baik, yaitu: kepuasan pelanggan internal, respek terhadap setiap orang, kebebasan yang terkendali, pendidikan dan pelatihan; 2) Ada hubungan negatif yang signifikan antara *total quality management* (yang diproksi dengan persentase produk berkualitas baik) dengan biaya kegagalan.

ABSTRACT

**THE CORRELATION BETWEEN
TOTAL QUALITY MANAGEMENT AND FAILURE COST
(A case study at CV. Mayaplas Musi Raya)**

YANDERI WIJAYA

SANATA DHARMA UNIVERSITY

2004

The research aimed to 1) determining the principles and elements of total quality management implemented by CV Mayaplas Musi Raya, 2) deciding whether there was a significant negative correlation between total quality management (proxied by percentage of good quality products) and failure cost.

The data collection techniques used were interview, observation and documentation. A qualitative analysis was used to answer the first problem. The qualitative analysis was carried out by interviewing the managers, employees and consumers on the principles and the elements of total quality management. The principles of total quality management were: customer satisfaction, respect to anybody, fact-based management, and sustaining improvement. The elements of total quality management covered: focus on customers, obsession on quality, scientific approach, long term commitment, team work, continuing system improvement, education and training, controlled freedom, common goals and empowerment of the workers. To answer the second problem, correlation analysis was used.

The result of the research and statistic test, the concluded that: 1) CV. Mayaplas Musi Raya has applied the principles and elements of total quality management, i.e. external customer satisfaction, employees' empowerment, team work, sustaining improvement, obsession on quality, scientific approach, long term improvement, and common goals. Of the principles and elements of total quality management, there were some which have been carried out appropriately, i.e. internal customer satisfaction, respect to anybody, controlled freedom, education and training; 2) there was a significant negative correlation of total quality management (proxied by percentage of good quality product) and failure cost.