

## ABSTRAK

Penelitian ini bertujuan untuk mengevaluasi sejauh mana penerapan Total Quality Management pada bagian *frontliner* pada PT. Bank Danamon Indonesia, Tbk. Kantor Kas Surabaya Kusuma Bangsa. Penerapan TQM mencakup Fokus Pada Pelanggan (*customer focused*), Perbaikan *Berkelanjutan* (*continous improvement*), Komitmen Jangka Panjang (*long-term commitment*), Pelatihan dan Pendidikan (*training and education*), Pemberdayaan Karyawan (*employee empowerment*), dan Kontribusi Karyawan (*employee contribution*). Pengumpulan data menggunakan teknik wawancara yang didukung dengan penyebaran kuisisioner pada karyawan kinerja operasional dan teknik dokumentasi. Pendekatan penelitian yang digunakan adalah pendekatan kualitatif dengan jenis penelitian deskriptif analitis, kemudian menggunakan metode studi kasus. Data penelitian juga diuji validitasnya dengan *Rank Spearman* dan uji reliabilitas menggunakan *Alpha Cronbach*. Metode analisis dihitung menggunakan pendekatan teknik *Importance Performance Analysis (IPA)* yang diukur berdasar tingkat kesesuaian antara implementasi TQM pada kinerja bagian *frontliner*. Berdasarkan hasil penelitian diperoleh temuan bahwa PT. Bank Danamon Indonesia, Tbk telah menyampaikan dan mengimplementasikan dimensi TQM kepada kinerja *frontliner*. Sehingga kinerja *frontliner* menjadi meningkat dengan adanya penerapan TQM tersebut. Kemudian untuk perhitungan menggunakan IPA didapatkan hasil tingkat kesesuaian sebesar 91,3% terhadap kinerja *frontliner*. Secara keseluruhan TQM diimplementasikan dengan baik dan memberikan dampak positif pada bagian *frontliner* PT. Bank Danamon Indonesia, Tbk kantor kas Surabaya Kusuma Bangsa.

**Kata Kunci:** Total Quality Management, kinerja *frontliner*, *importance performance analysis*

**ABSTRACT**

*The purpose of this research was to evaluate of Total Quality Management implementation in frontliner performance at PT. Bank Danamon Indonesia, Tbk. Surabaya Kusuma Bangsa. The implementation consist of customer focused, continous improvement, long-term commitment, training and education, employee empowerment and employee contribution. Collecting data using interview technique supported with the dissemination of questionnaire to operational performance, and documentation technique. Research approach using qualitative research, with the type of this research is descriptive analysis. The sample were 15 employees as a respondent,, the validity test using Rank Spearman and the reliability test using Alpha Cronchbach. The analysis method using Importance Analysis Performance (IPA) with a level of conformance between TQM implementation in frontliner performance. The finding of research indicate that: PT. Bank Danamon Indoneisa, Tbk. Surabaya Kusuma Bangsa already deliver the TQM implementation in frontliner performance. Frontliner performance increased due to the implementation of TQM which consist of customer focused, continous improvement, long-term commitment, training and education, employee empowerment and employee contribution. TQM practices implementation have a level of conformance 91,3 % in frontliner performance, so that the TQM applied very well. Total Quality Management practices implementation have significantly applied and have positive effect on frontliner performance.*

**Keywords:** *Total Quality Management, frontliner performace, Importance Performance Analysis*