

ABSTRAK

ANALISIS FAKTOR-FAKTOR PENGHAMBAT TOTAL QUALITY MANAGEMENT TERHADAP KUALITAS PEKERJAAN PROGRAMMER PT XYZ

Perkembangan industri teknologi informasi menuntut perusahaan pengembang perangkat lunak untuk menjaga kualitas pekerjaan programmer secara berkelanjutan melalui sistem manajemen mutu yang efektif. Total Quality Management (TQM) merupakan pendekatan yang menekankan keterlibatan seluruh elemen organisasi dan perbaikan berkelanjutan, namun implementasinya pada konteks software development masih menghadapi berbagai hambatan meskipun telah didukung standar ISO 9001:2015. Penelitian ini bertujuan menganalisis faktor-faktor penghambat implementasi TQM terhadap kualitas pekerjaan programmer di PT XYZ. Penelitian menggunakan pendekatan studi kasus deskriptif dengan metode kualitatif melalui wawancara mendalam, didukung data sekunder berupa laporan Quality Assurance, hasil audit internal ISO 9001, audit SDLC selama enam bulan, dan catatan pelatihan periode 2021 - 2025. Analisis data dilakukan menggunakan model Miles dan Huberman serta didukung Fishbone Diagram dan analisis SWOT. Fokus penelitian mencakup empat dimensi TQM, yaitu komitmen manajemen, keterlibatan karyawan, pelatihan dan pengembangan, serta perbaikan berkelanjutan. Hasil penelitian menunjukkan bahwa hambatan implementasi TQM saling berkaitan, meliputi lemahnya penegakan standar mutu akibat tekanan deadline, rendahnya keterlibatan karyawan, pelatihan yang tidak berkelanjutan, serta siklus PDCA yang belum efektif. Hambatan tersebut berdampak pada kualitas pekerjaan programmer yang ditunjukkan oleh temuan CAPA berulang, meningkatnya ketidaksesuaian audit, tingginya bug rate, penurunan kualitas kode, serta adanya kesenjangan kompetensi. Penelitian ini merekomendasikan penguatan komitmen manajemen, peningkatan keterlibatan karyawan, pengembangan pelatihan berkelanjutan, dan optimalisasi perbaikan berkelanjutan.

Kata Kunci: Total Quality Management, kualitas pekerjaan programmer, pengembangan perangkat lunak, ISO 9001, hambatan implementasi

ABSTRACT

ANALYSIS OF TOTAL QUALITY MANAGEMENT BARRIERS AFFECTING PROGRAMMER WORK QUALITY AT PT XYZ

The rapid growth of the information technology industry requires software development companies to continuously maintain the quality of programmers' work through effective quality management systems. Total Quality Management (TQM) emphasizes the involvement of all organizational elements and continuous improvement; however, its implementation in the context of software development still faces various challenges despite being supported by the ISO 9001:2015 standard. This study aims to analyze the factors that hinder the implementation of TQM and their impact on the quality of programmers' work at PT XYZ. This research employs a descriptive case study approach using qualitative methods through in-depth interviews, supported by secondary data including Quality Assurance reports, internal ISO 9001 audit results, SDLC audit records over a six-month period, and training documentation within 2021 - 2025. Data analysis was conducted using the Miles and Huberman model, complemented by Fishbone Diagram and SWOT analysis. The study focuses on four main TQM dimensions: management commitment, employee involvement, training and development, and continuous improvement. The findings indicate that barriers to TQM implementation are interrelated, including weak enforcement of quality standards due to deadline pressure, low employee involvement, unsustainable training programs, and ineffective PDCA cycles. These barriers negatively affect the quality of programmers' work, as reflected by recurring CAPA findings, increasing audit nonconformities, high bug rates, declining code quality, and competency gaps. This study recommends strengthening management commitment, enhancing employee involvement, developing sustainable training programs, and optimizing continuous improvement mechanisms.

Keywords: Total Quality Management, programmers' work quality, software development, ISO 9001, implementation barriers