

ABSTRAK

Karakteristik penting yang harus ditingkatkan dalam industri jasa adalah kualitas pelayanan. *Call center Hello Paytren PT. MMI* adalah salah satu *customer service officer* di Indonesia (Bandung) yang memiliki target *service excellent* kepada pelanggan. Dari audit internal yang dilakukan terdapat banyaknya pelanggan yang mengeluh terhadap kualitas pelayanan yang diberikan. Oleh karenanya diperlukan upaya peningkatan kualitas pelayanan dengan menggunakan metode *Six Sigma*. Sementara itu untuk mendapati nilai persepsi dan ekspektasi pelanggan digunakan metode SERVQUAL yang mencakup *reliability, responsiveness, assurance, dan empathy*. Tahapan penelitian dilakukan dengan metode *six sigma* yang mencakup *define, measure, analyze, improve* dan *control* kemudian menghitung nilai GAP setiap atribut kepuasan pelanggan, menentukan kapabilitas proses, menganalisis akar penyebab ketidakpuasan dan memberikan rekomendasi perbaikan. Hasil pengukuran kualitas pelayanan dengan skor GAP rata-rata total -1,50, artinya kualitas pelayanan *call center Hello Paytren* masih belum sesuai dengan harapan pelanggan. Kapabilitas untuk ketiga proses pelayanan dengan nilai gap paling negatif antara lain $3,66\sigma$, $3,66\sigma$ dan $3,70\sigma$. Sedangkan akar penyebab ketidakpuasan RPN-nya 224, 168, dan 160. Untuk perbaikan proses pelayanan dengan penerapan prinsip 5S dan *re-layout* ruang kerja agen call center Hello Paytren dengan fase pengendalian berupa penerapan SOP yang baru.

Kata kunci : Six Sigma, SERVQUAL, FMEA, Sikap Kerja 5S, Layout Kantor, dan Call center.

ABSTRACT

An important characteristic that must be improved in the service industry is the quality of service. Hello Paytren Call Center PT. MMI is one of the customer service officers in Indonesia (Bandung) who has a target of excellent service to customers. From the internal audit conducted there are many customers who complain about the quality of services provided. Therefore efforts are needed to improve the quality of service using the Six Sigma method. Meanwhile to find the value of customer perceptions and expectations, the SERVQUAL method is used which includes reliability, responsiveness, assurance, and empathy. The stages of research are carried out with the six sigma method which includes define, measure, analyze, improve and control then calculate the GAP value of each customer satisfaction attribute, determine the capability of the process, analyze the root causes of dissatisfaction and provide recommendations for improvements. Measuring results of service quality with a GAP score averaging -1.50, meaning that the quality of the Hello Paytren call center service is still not in line with customer expectations. Capability for the three service processes with the most negative gap values includes 3.66σ , 3.66σ and 3.70σ . While the root causes of RPN dissatisfaction are 224, 168, and 160. To improve the service process with the application of the 5S principle and re-layout of the Hello Paytren call center agent workspace with the control phase in the form of new SOP implementation.

Kata kunci : *Six Sigma, SERVQUAL, FMEA, 5S Work Attitude, Office Layout, & Call center.*