

***Analysis of Total Quality Management (TQM) Implementation to Support
Operational Performance at the Public Appraisal Office (KJPP) Toto Suharto
& Partners, Tangerang Branch***

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ABSTRACT

This study aims to analyze the implementation of Total Quality Management (TQM), operational performance, and the inhibiting factors affecting the fulfillment of the Service Level Agreement (SLA) in the asset valuation process at KJPP Toto Suharto & Rekan Tangerang Branch. The research employs a descriptive qualitative method with a case study approach through source triangulation involving seven key informants, namely the branch head, valuation manager, reviewer, administrative supervisor, administrative staff, marketing staff, and field appraisers. Data were collected through in-depth interviews, non-participant observation, and analysis of SLA and SOP documents, and were processed using NVivo 14 software.

The findings indicate that several TQM indicators scientific approach, teamwork, communication, customer focus, and continuous improvement have been implemented, although inconsistently. Meanwhile, the indicators of education and training as well as employee empowerment have not been optimal due to workload imbalance and the absence of data-based monitoring systems. SLA fulfillment remains fluctuative and is influenced by the completeness of client documents, internal coordination, and the complexity of valuation objects. This study concludes that strengthening process digitalization, implementing structured competency development, and applying the PDCA cycle systematically are necessary to achieve consistent SLA fulfillment.

Keywords: *TQM, SLA, Operational Performance, PDCA, NVivo, Asset Valuation*

**ANALISIS PENERAPAN *TOTAL QUALITY MANAGEMENT* (TQM)
UNTUK MENUNJANG KINERJA OPERASIONAL PADA KANTOR
JASA PENILAI PUBLIK (KJPP) TOTO SUHARTO & REKAN CABANG
TANGERANG**

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis penerapan *Total Quality Management* (TQM), kinerja operasional, serta faktor penghambat pemenuhan Service Level Agreement (SLA) dalam proses penilaian aset di KJPP Toto Suharto & Rekan Cabang Tangerang. Penelitian menggunakan metode deskriptif kualitatif dengan pendekatan studi kasus melalui triangulasi sumber yang melibatkan tujuh informan kunci, yaitu pimpinan cabang, manajer penilaian, reviewer, supervisor administrasi, staf administrasi, staf marketing, dan penilai lapangan. Pengumpulan data dilakukan melalui wawancara mendalam, observasi non-partisipatif, serta analisis dokumen SLA dan SOP, kemudian diolah menggunakan perangkat lunak NVivo 14.

Hasil penelitian menunjukkan bahwa indikator TQM seperti pendekatan ilmiah, kerja sama tim, komunikasi, fokus pelanggan, dan perbaikan berkelanjutan telah diterapkan, namun belum konsisten. Sementara itu, indikator pendidikan dan pelatihan serta pemberdayaan karyawan belum optimal akibat ketidakseimbangan beban kerja dan belum tersedianya sistem monitoring berbasis data. Pemenuhan SLA masih bersifat fluktuatif dan dipengaruhi oleh kelengkapan dokumen klien, koordinasi internal, serta kompleksitas objek penilaian. Penelitian ini menyimpulkan bahwa penguatan digitalisasi proses, peningkatan kompetensi terstruktur, dan penerapan siklus PDCA secara sistematis diperlukan untuk mendukung pemenuhan SLA secara konsisten.

Kata Kunci: TQM, SLA, Kinerja Operasional, PDCA, Penilaian Aset