

SUMMARY

This study aims to analyze the application of the Lean Six Sigma methodology in determining service improvement priorities at Bank Rakyat Indonesia (BRI) based on customer perceptions, expectations, and interests. Using a mixed-methods approach with a sequential explanatory design, quantitative data were collected from 94 respondents utilizing the Banking Service Quality (BSQ) framework to measure dimensions of service quality such as effectiveness, accessibility, price, reliability, service portfolio, and tangibles. Quantitative findings were complemented with in-depth interviews to explore internal perspectives on Lean Six Sigma implementation.

The results indicate significant gaps between customer perceptions and expectations across several service dimensions, particularly in effectiveness and accessibility. Using the DMAIC framework (Define, Measure, Analyze, Improve, Control), the study identified root causes and formulated priorities for service improvements, including faster service delivery, reduced bureaucracy, and enhanced process reliability. The study further demonstrates the effectiveness of Lean Six Sigma in enhancing operational efficiency and customer satisfaction by eliminating non-value-added activities and reducing process variation.

Practical implications include strategic recommendations for BRI to enhance service quality and sustainably meet customer expectations, while the study also contributes theoretically to the literature on Lean Six Sigma in the banking sector, particularly in developing countries.

Keywords: Lean Six Sigma, banking service quality, Banking Service Quality (BSQ), DMAIC, Bank Rakyat Indonesia (BRI).

RINGKASAN

Penelitian ini bertujuan untuk menganalisis penerapan metode Lean Six Sigma dalam menentukan prioritas perbaikan layanan pada Bank Rakyat Indonesia (BRI) berdasarkan persepsi, harapan, dan kepentingan nasabah. Dengan menggunakan pendekatan mixed methods melalui desain eksplanatori sequential, data kuantitatif dikumpulkan dari 94 responden menggunakan metode Banking Service Quality (BSQ) untuk mengukur dimensi kualitas layanan, seperti efektivitas, aksesibilitas, harga, keandalan, portofolio layanan, dan tangibles. Hasil analisis kuantitatif dilengkapi dengan wawancara mendalam untuk menggali perspektif internal mengenai implementasi Lean Six Sigma.

Hasil penelitian menunjukkan bahwa terdapat kesenjangan signifikan antara persepsi dan harapan nasabah terhadap beberapa dimensi layanan, khususnya dalam efektivitas dan aksesibilitas. Menggunakan kerangka DMAIC (Define, Measure, Analyze, Improve, Control), penelitian ini mengidentifikasi akar masalah dan merumuskan prioritas perbaikan layanan, seperti percepatan waktu layanan, pengurangan birokrasi, dan peningkatan keandalan proses transaksi. Studi ini juga menemukan bahwa metode Lean Six Sigma efektif dalam meningkatkan efisiensi operasional serta kepuasan pelanggan melalui penghapusan aktivitas non-value-added dan pengurangan variasi dalam proses layanan.

Implikasi praktis dari penelitian ini mencakup rekomendasi strategis untuk BRI dalam meningkatkan kualitas layanan guna memenuhi harapan nasabah secara berkelanjutan, serta memberikan kontribusi teoretis dalam literatur terkait Lean Six Sigma di sektor perbankan, khususnya di negara berkembang.

Kata kunci: Lean Six Sigma, kualitas layanan perbankan, Banking Service Quality (BSQ), DMAIC, Bank Rakyat Indonesia (BRI).