CHAPTER V

CONCLUSIONS AND IMPLICATIONS

A. Conclusion

This study examined the application of the Lean Six Sigma methodology in determining service improvement priorities at Bank Rakyat Indonesia (BRI) by analyzing customer perceptions, expectations, and interests. The findings revealed several service quality gaps that hinder customer satisfaction. Key issues included delays in service delivery, inefficiencies in queue management, and concerns about transaction security. By using the DMAIC framework, the study identified critical areas for improvement and provided actionable recommendations to bridge these gaps.

The study contributes to the body of knowledge by demonstrating how Lean Six Sigma principles can be effectively applied in the banking sector, particularly in addressing operational inefficiencies and enhancing customer satisfaction. Furthermore, The Lean Six Sigma approach, specifically the DMAIC framework, has proven effective in systematically addressing these issues and providing actionable recommendations for continuous improvement.

B. Implications

1. Theoretical Implications

1.1 The research enriches the academic discourse on Lean Six Sigma by presenting its application in a service-oriented industry, such as banking, in a developing country context.

1.2 It validates the relevance of the BSQ model in assessing and prioritizing service quality improvements, especially in a sector where customer interactions are critical to operational success.

1.3 This study bridges existing gaps in literature regarding the practical adaptation of Lean Six Sigma in developing countries, emphasizing its potential to address unique challenges, such as resource constraints and cultural differences in customer expectations.

2. Managerial Implications

2.1 The findings of this study offer a practical framework for BRI's management to systematically address inefficiencies and enhance customer satisfaction. By implementing Lean Six Sigma methodologies, inefficiencies such as long waiting times in queues can be mitigated through structured scheduling during high-demand events, like social assistance distributions. Additionally, introducing processes like double-checking to reduce employee errors, leveraging digital queue systems to streamline customer flow, and simplifying bureaucratic procedures can significantly improve operational efficiency. These targeted strategies not only reduce waste and errors but also align service

quality with customer expectations, fostering greater satisfaction and loyalty.

2.2 Managers can use the identified improvement priorities—such as enhancing staff efficiency, reducing transaction errors, and optimizing queue management—as a basis for targeted interventions.

2.3 Lean Six Sigma principles can be integrated into BRI's strategic planning to foster a culture of continuous improvement and customer-focused innovation.

The findings emphasize the importance of employee training in Lean Six Sigma methodologies to empower staff with the skills necessary to implement process improvements effectively.

C. **Research Limitations**

1. Sample size and coverage: The study was limited to 94 respondents, which may not fully represent BRI's diverse customer base across Indonesia.

2. Geographical coverage: This study mostly collected data from specific regions, which may limit the generalizability of the findings to all BRI branches.

3. Measurement constraints: This study relies heavily on perception data, which may introduce subjectivity in the results.

4. Time limitations: The study was conducted over a short period of time, which may have affected the depth of analysis and insights into long-term trends.

D. Research Recommendations

1. Future Research

1.1 Expanding the study to include a larger and more diverse customer base for broader generalizability.

1.2 Incorporate longitudinal studies to track the impact of implemented service improvements over time.

1.3 Explore additional dimensions of service quality beyond the BSQ to capture evolving customer expectations.

1.4 Investigate the role of emerging technologies, such as artificial intelligence and machine learning, in enhancing the efficiency of Lean Six Sigma processes, particularly in data analysis and decision-making.

2 Practical Recommendations

2.1 Implementation of Prioritized Improvements: BRI should focus on resolving high-priority gaps, such as delays in service and transaction security concerns, as identified by the study. The immediate application of these findings can significantly improve customer satisfaction.

2.2 Regular Feedback Mechanisms: Establishing continuous feedback loops with customers will help monitor the effectiveness of implemented

changes and identify new areas for improvement. Tools such as mobile surveys and real-time feedback kiosks can streamline this process.

2.3 Employee Empowerment: Train frontline staff and managers in Lean Six Sigma principles to build a knowledgeable workforce capable of sustaining continuous improvement initiatives.

2.4 Leveraging Technology: Invest in digital solutions, such as automated queue management systems and advanced data analytics platforms, to support Lean Six Sigma implementations and enhance operational efficiency.

2.5 Benchmarking and Best Practices: Engage in comparative analyses with other banks or industries to adopt best practices and refine the application of Lean Six Sigma.

By addressing these recommendations, BRI can leverage the insights gained from this study to establish itself as a leader in service quality within the banking sector. Additionally, the broader implications of this research provide a foundation for future studies aimed at advancing the practical applications of Lean Six Sigma in service industries.