

ABSTRAK

Industri konstruksi merupakan sektor strategis yang berkontribusi cukup signifikan terhadap Produk Domestik Bruto (PDB) Indonesia dengan rata-rata kontribusi 9,88% selama periode 2022 – 2024. Tingkat persaingan di industri jasa konstruksi akan semakin ketat. PT. Waskita Karya sebagai salah satu BUMN jasa konstruksi terbesar di Indonesia, sedang menghadapi tren penurunan kinerja margin laba kotor selama periode 2021 – 2024, yang menggambarkan terjadi inefisiensi dalam menjalankan proses produksi dan operasionalnya. Padahal selain menerapkan menerapkan sistem manajemen mutu berbasis ISO 9001:2015, PT. Waskita Karya juga mengimplementasikan program konstruksi ramping (*lean construction*) sebagai bagian dari transformasi bisnis yang dimulai pada triwulan III tahun 2021. Kondisi ini mendorong perlunya evaluasi dan perumusan strategi penguatan manajemen mutu untuk mendukung kinerja yang lebih efektif dan efisien.

Penelitian ini bertujuan untuk: mengidentifikasi tantangan penerapan ISO 9001:2015 dan konstruksi ramping di PT. Waskita Karya; merumuskan strategi penguatan proses manajemen mutu dengan pendekatan konstruksi ramping untuk mendukung upaya peningkatan kinerja operasional perusahaan; dan merumuskan indikator kinerja yang efektif untuk mengevaluasi keberhasilan implementasi strategi tersebut. Penelitian ini menggunakan pendekatan kualitatif melalui wawancara mendalam dengan beberapa narasumber yang relevan dari internal perusahaan dan divalidasi dengan data sekunder berupa beberapa dokumen prosedur internal perusahaan.

Hasil penelitian menunjukkan kurangnya konsistensi implementasi Sistem Manajemen Mutu dan program konstruksi ramping diantaranya disebabkan kesenjangan kompetensi dan menurunnya tingkat kepedulian; lemahnya indikator kinerja yang didominasi *lagging indicator* sehingga kurang memberikan peringatan dini terhadap potensi kegagalan mutu dan program konstruksi ramping yang masih sebatas dipahami sebagai bagian dari program transformasi bisnis. Strategi penguatan yang diusulkan adalah integrasi konsep *lean* ke dalam siklus PDCA ISO 9001:2015 melalui perumusan peta strategi berbasis *Balanced Scorecard*. Selain itu, perlu diperhatikan keseimbangan indikator kinerja antara *leading indicator* dan *lagging indicator* pada empat perspektif *Balanced Scorecard*, yakni keuangan, pemangku kepentingan, proses, serta pembelajaran dan pertumbuhan.

Penelitian ini memberikan implikasi akademik berupa model integrasi ISO 9001:2015, konstruksi ramping dan *Balanced Scorecard* dalam konteks perusahaan jasa konstruksi. Secara praktis, hasil penelitian ini menjadi acuan strategis bagi perusahaan konstruksi dalam meningkatkan efisiensi dan efektivitas proses manajemen mutu untuk mendorong peningkatan kinerja operasional.

Kata Kunci: Strategi, Sistem Manajemen Mutu, Konstruksi Ramping, *Balanced Scorecard*, *Leading Indicator*, *Lagging Indicator*, *Kinerja Operasional*

ABSTRACT

Construction industry is a strategic sector that contributes significantly to Indonesia's Gross Domestic Product (GDP) with an average contribution of 9.88% during the period 2022-2024. Level of competition in the construction industry in the future will be tighter. PT Waskita Karya as one of the largest construction services SOEs in Indonesia is facing a downtrend of gross profit margin performance during the period 2021 – 2024, which indicating inefficiency in carrying out its production and operational processes. In addition to implementing a quality management system based on ISO 9001: 2015, PT Waskita Karya also implements a lean construction program as part of a business transformation that began in the third quarter of 2021. This condition encourages the need for evaluation and formulating strategies to strengthen quality management to support more effective and efficient performance.

This research aims to: identify challenges in the implementation of ISO 9001:2015 and lean construction at PT Waskita Karya; formulate a strategy to strengthen the quality management process with a lean construction approach to support efforts to improve the company's operational performance; and formulate effective performance indicators to evaluate the success of the strategy implementation. This research uses a qualitative approach through in-depth interviews with several relevant persons from within the company and validated using secondary data including several internal company procedure documents.

The results show a lack of consistency in the implementation Quality Management System and lean construction program due to competency gaps and declining level of awareness; weak performance indicators that are dominated by lagging indicators thus failed to provide early warning of potential quality failures and lean construction programs that are still limited to being understood as part of a business transformation program. The proposed strengthening strategy is the integration of lean concepts into the ISO 9001:2015 PDCA cycle through the formulation of a Balanced Scorecard-based strategy map. In addition, it is necessary to pay attention to the balance of performance indicators between leading indicators and lagging indicators in the four perspectives of the Balanced Scorecard, namely finance, stakeholders, processes, and learning and growth.

This research provides academic implications in the form of an integration model of ISO 9001: 2015, lean construction and Balanced Scorecard in the context of construction service companies. Practically, the results of this study serve as a strategic reference for construction companies in improving efficiency and effectiveness of quality management processes to drive operational performance improvement.

Keywords: *Strategy, Quality Management System, Lean Construction, Balanced Scorecard, Leading Indicator, Lagging Indicator, Operational Performance.*