

Pemahaman mengenai sistem manajemen mutu sebenarnya tidak lepas dari pengertian dasar tentang mutu. Dalam penelitian ini masalah utama yang ingin di teliti adalah penerapan sistem manajemen mutu dan konsistensi pelaksanaannya, kendala-kendala yang dihadapi pada pelaksanaan manajemen mutu dan solusi yang dilakukan serta ingin mengetahui manfaat yang diperoleh oleh PTPN VIII selama menerapkan sistem manajemen mutu pada proses produksinya.

Penelitian ini bertujuan mengevaluasi penerapan sistem manajemen mutu pada proses produksi teh hitam untuk mengidentifikasi faktor-faktor yang berpengaruh terhadap kualitas produk teh hitam, menemukan akar penyebab permasalahan kualitas produk teh hitam, memberikan rekomendasi alternatif penyelesaian masalah pada perusahaan dalam rangka meningkatkan proses produksi teh hitam.

Analisis data menggunakan analisis petik, pucuk, kerusakan dan analisis mutu, control chart, diagram pareto, diagram sebab akibat serta analisis why-why. Tahapan yang akan diteliti mulai dari analisis petik dan analisis pucuk, persentase pucuk teh basah, derajat layu, teh jadi dan sortasi.

Berdasarkan hasil penelitian yang dilakukan diketahui bahwa rata-rata pucuk medium sebesar 65,86%, pucuk kasar sebesar 24,95 % dan pucuk rusak sebesar 5,77 %. Dari hasil tersebut dapat dikatakan bahwa pucuk segar sebagai bahan baku proses selanjutnya telah memenuhi standar yang telah ditetapkan yaitu pucuk medium minimal 65%, pucuk kasar maksimum 30 % dan pucuk rusak maksimum 5 %. Hasil pengujian dengan peta kendali yang berada dalam keadaan *in control* adalah derajat layu, persentase mutu I, persentase mutu II dan persentase mutu III. Sedangkan data persentase pucuk basah dan teh jadi berada dalam keadaan *out of control*.

Terdapat tiga penilaian mutu teh yang biasa dilakukan pada PTPN VIII yaitu *appearance* (warna seduhan), *liquor* (air seduhan) dan *infused* (ampas yang dihasilkan). Terjadinya cacat pada pengujian mutu *appearance* karena bentuk ukuran partikel teh basah dan partikel teh kering tidak seragam dan tidak merata. Kebersihan belum memenuhi standar yaitu masih terdapat tulang daun, serat dan benda asing. Frekuensi cacat terbesar terdapat pada pengujian *appearance*. Pada proses pengolahan teh hitam ada lima faktor utama yang mempengaruhi kualitas hasil produksi teh hitam yaitu metoda, manusia, bahan baku dan mesin serta lingkungan.

Kata kunci : manajemen mutu, peta kendali, diagram pareto, diagram sebab akibat

ABSTRACT

The understanding of quality management system is eventually not escaped from fundamental understanding of quality. In this study, the main problem to observe was the implementation of quality management system and its implementation consistency, the obstacles faced in the implementation of quality management and the solution carried out, and to find out the benefit obtained by PTPN VII during implementing the quality management system in its production process.

This study was aimed to evaluate the implementation of quality management system in the production process of black tea to identify the factors affecting the black tea product quality, to find out the cause of the problems on black tea product quality, to give alternatives on the problem management in the company in order to increase the production process of black tea.

The data analysis use the analysis pluck, peak, damage and quality analysis, control chart, diagram pareto, cause and effect diagram and also the why-why analysis. Step to be checked to start from analysis pluck and analysis the peak, the percentage of wet peak and tea, the withered level and sortasi.

Based on the result of the study carried out, it was found out that in average, medium peak was 65.86%, harsh peak as 24.95% and broken peak was 5.77%. From these results, it could be said that the fresh peak as the raw material of subsequent process had met the standard determined, i.e., minimum medium peak was 65%, maximum harsh peak was 30%, and broken peak maximum was 5%. The result of testing using monitoring map existing in control condition was the withered level, the percentage of quality I, the percentage of quality II and the percentage of quality III. Meanwhile, the data on the percentage of wet peak and tea was in out of control condition.

There were three tea qualities, which usually carried out in PTPN VIII, appearance, liquor, and infused. The happening of defect in the testing of appearance quality was because the form of wet tea particle and dried tea particle was not uniformed and not smooth. Cleanness had not met the standard. There was still leaf bone, fiber and foreign things. The biggest frequency of defect was in appearance testing. In the process of black tea processing, there were five main factors affecting the quality of black tea production result, the method, human, raw material, machine, and environment.

Key words : quality management, monitoring map, pareto diagram, cause and effect diagram