

INTISARI

Tujuan penelitian ini adalah untuk: (1) Mengukur tingkat kualitas pelayanan di Rumah Makan Bima Kroda. (2) Menentukan prioritas dimensi kualitas pelayanan di Rumah Makan Bima Kroda. (3) Memetakan pemborosan aktivitas yang terjadi pada sistem pelayanan di Rumah Makan Bima Kroda. Desain penelitian menggunakan *blueprint* dikarenakan fokus penelitiannya pada studi kasus. Populasi sekaligus sampel yaitu pelanggan Rumah Makan Bima Kroda berjumlah 100 orang. Instrumen penelitian yang digunakan berupa kuesioner dan wawancara. Hasil penelitian menunjukkan bahwa dari kelima dimensi yakni; *tangible*, *emphaty*, *reliability*, *responsiveness*, dan *assurance* diperoleh mean persepsi rata rata 3,06 dengan kategori cukup dan gap rata-rata 1,28. Berdasarkan hasil pengamatan terdapat aktivitas pelayanan yang tidak memberikan nilai tambah antara lain: konsumen mengambil menu makan, karyawan menghampiri konsumen, karyawan menuju *station* minuman, karyawan mengantarkan minuman ke meja makan, dan pelanggan antri membayar. Berdasarkan pengamatan pemborosan yang terjadi karena kurangnya standarisasi adalah mengenai jam kerja karyawan. Rumah Makan Bima Kroda belum menerapkan jam kerja shift untuk karyawan. Pemborosan waktu terjadi saat konsumen antri dalam melakukan pembayaran. *Delay* menyebabkan penumpukan pelanggan pada *station* pembayaran yang berimbas pada pelayanan karyawan yang terhambat dikarenakan ruangan menjadi penuh sesak.

Kata Kunci: kualitas pelayanan, pemetaan pemborosan (*waste*), *lean service*, *importance performance analysis*

ABSTRACT

The objectives of this study were to: (1) measure the level of service quality at Bima Kroda Restaurant. (2) Determine the priority dimensions of service quality at Bima Kroda Restaurant. (3) Mapping the activity waste that occurs in the service system at Bima Kroda Restaurant. The research design uses a blueprint because the research focus is on case studies. The population as well as the sample is 100 customers of the Bima Kroda Restaurant. The research instruments used were questionnaires and interviews. The results showed that of the five dimensions, namely; tangible, empathy, reliability, responsiveness, and assurance obtained an average mean perception of 3.06 with sufficient categories and an average gap of 1.28. Based on the observations there are service activities that do not provide added value, among others: consumers take a meal menu, employees approach consumers, employees go to the beverage station, employees deliver drinks to the dining table, and customers queue to pay. Based on observations of the waste that occurs due to lack of standardization is the employee working hours. Bima Kroda Restaurant has not implemented shift working hours for employees. Time wastage occurs when consumers queue to make payments. Delay causes a buildup of customers at the payment station which results in hampered employee service due to the overcrowded room.

Keywords: *service quality, waste mapping, lean service, importance performance analysis*