

Perancangan maintenance scorecard dan penggunaan metode analytical hierarchy process dalam penentuan bobot key performance indicator (Studi kasus: di PT. EMHO)

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Abstrak

Dalam dunia bisnis terdapat kebutuhan terhadap sebuah strategi yang didefinisikan dengan baik. Tingkat kecepatan perubahan dan tekanan yang dihadapi menuntut organisasi harus mampu merencanakan dan menjelaskan bagaimana mendapatkan keuntungan kompetitif yang merupakan esensi dari strategi.

Maintenance Scorecard (MSC) digunakan untuk mengukur kinerja sekaligus menerjemahkan tujuan perusahaan ke dalam berbagai ukuran atau indikator-indikator yang tersusun dalam enam perspektif: productivity perspective, cost effectiveness perspective, safety perspective, quality perspective, learning perspective, dan environmental perspective.

Sebagai sebuah metodologi yang berdasarkan pengukuran kinerja, MSC dibangun dalam penggunaan indikator manajemen yang dikenal sebagai Key Performance Indicator (KPI) untuk menuju pada pengembangan dan implementasi strategi. Aplikasi teknik manajemen asset berbeda antara satu industri dengan industri yang lain. PT EMHO adalah sebuah organisasi maintenance contracted services di bidang pertambangan. Tujuan PT EMHO adalah mencapai voice of customer berupa availability dan voice of business berupa optimum life-cycle costing.

Untuk dapat mencapai hal tersebut diperlukan strategi yang tepat dan sesuai dengan kondisi bisnis perusahaan. Penggunaan MSC dalam pengukuran kinerja di PT EMHO diharapkan mampu menjabarkan visi, misi dan strategi menjadi kerangka kerja yang jelas dan terukur, sehingga dapat mengukur keberhasilan pencapaian implementasi strategi. Selanjutnya bobot kontribusi masing-masing KPI ditentukan dengan metode Analytical Hierarchy Process sehingga memungkinkan untuk mengidentifikasi KPI yang paling berpengaruh terhadap pencapaian suatu tujuan.

Dari hasil proses perancangan MSC pada level corporate, strategic dan functional diperoleh 50 KPI yang direkomendasikan, yaitu 15 KPI pada productivity perspective, 10 KPI pada cost effectiveness perspective, 10 KPI pada quality perspective dan 15 KPI pada learning perspective. Dari hasil pembobotan diketahui KPI yang paling besar bobotnya pada setiap level, yaitu: Quality Perspective, Percentage of Benchmarks Achieved, Percentage of Target Achieved, dan Mean Time First Stoppage After Preventive Maintenance.

.....In the bussiness world there is a need for a well-defined strategy. The rate of changes and pressures that should be faced by companies have urged them to be able to plan and describe how to gain the competitive advantages, which is the essential meaning of strategy. Maintenance Scorecard (MSC) is applied to measure the performance, interpretes the company goal into several dimensions or indicators that are arranged in six perspectives; productivity perspective, cost effectiveness perspective, safety perspective, quality perspective, learning perspective, dan environmental perspective.

As a performance measurementbased methodology, MSC is built with the application of management indicators, known as Key Performance Indicators (KPI) towards the development and implemetation of strategy. The application of management assets techniques from one industry to other industry are not similar each others. PT EMHO is maintenance contracted services organization in mining sector. The goal

of PT EMHO is to achieve voice of customer, in form of availability, and voice of business in form of optimum lifecycle costing.

In order to achieve all those things, it is required to have an accurate strategy and appropriate with the company business condition. The application of MSC in the performance measurement in PT EMHO is expected able to describe the vision, mission, and strategy in a clear and measurable work-frame, so we can measure the rate of achievement of strategy implemented. KPI is determined with Analytical Hierarchy Process method so it is possible to identify what KPI has influence most in achieving the goal.

From the result of MSC design process at the corporate, strategic and functional level, there are 50 KPI's recommended, where 15 KPI at productivity perspective, 10 KPI at cost effectiveness perspective, 10 KPI at quality perspective and 15 KPI at learning perspective. From the result of weighing of KPI's it is found that the most influencing KPI's at all levels are Quality Perspective, Percentage of Benchmarks Achieved, Percentage of Target Achieved, and Mean Time First Stoppage After Preventive Maintenance.