

Model Analisis Penyebab Perbedaan Stock Inventory Gudang (Discrepancy) Dan Prioritasi Solusi Dengan Pendekatan D-ANP Dan PROMETHEE II = Model Analysis Stock Inventory Discrepancy Root Cause And Prioriated Solution Using DANP and PROMETHEE II Method Approach

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Abstrak

PT. United Tractors tbk merupakan salah satu anak perusahaan PT. Astra International tbk Indonesia. Mesin dan konstruksi sebagai salah satu unit bisnis utama PT. United Tractors tbk menawarkan berbagai tipe alat berat dan transportasi termasuk sparepart, aksesoris dan jasa lainnya. Dalam rangka mendukung pelayanan purna jual menjaga kepuasan pelanggan PT. United Tractors tbk memiliki lebih dari 100 titik gudang sparepart diseluruh Indonesia. Dalam menjaga kepuasan pelanggan, keakuratan inventory merupakan salah satu hal yang harus dijaga dengan melakukan kegiatan stock opname gudang secara rutin. Stock opname bertujuan untuk mengetahui apakah ada perbedaan data fisik digudang dengan data disistem komputer warehouse. Penanganan dan keakuratan data inventory merupakan salah satu fokus utama yang dihadapi oleh PT. United Tractors tbk dimana jika tidak dihindari dapat memberikan dampak buruk bagi perusahaan seperti kehilangan penjualan, menurunkan kepuasan pelanggan dan meningkatkan biaya penyimpanan barang. Sudah banyak tulisan yang meneliti tentang keakuratan inventory digudang hanya saja kebanyakan masih fokus kepada salah satu aspek yang berkaitan dengan gudang seperti bagian operasi, pengelolaan karyawan, fasilitas digudang dan lain-lain. Berdasarkan pada fenomena tersebut maka pada penelitian ini penulis melakukan penelitian penentuan akar masalah terjadinya discrepancy dari semua aspek yang berkaitan dengan gudang dengan melakukan studi literature, validasi terhadap praktisi ahli, melakukan priotiasi akar masalah dan solusi dengan pendekatan DANP dan PROMETHEE II. Hasil penelitian menunjukkan bahwa ada 6 dimensi yang terkait dengan warehouse (1) operational excellence, (2) man power management, (3) warehouse management system, (4) machine and facility reliability, (5) policy and top management (6) environment and external factors, kemudian dari semua dimensi ditemukan ada 26 faktor yang menjadi akar masalah penyebab discrepancy yang ditentukan prioritasnya dan 6 solusi pencegahan discrepancy dan perioritasnya.

.....PT. United Tractors tbk is PT. Astra International tbk group subsidiary in Indonesia. Construction machinery as one of major business unit of PT. United Tractors tbk offers sales various types of heavy equipment and transportation vehicles as well as their sparepart, attachment and the related services. In providing heavy equipment and transportation unit after- sales support and service level to it's customer, PT. United Tractors tbk has more than one hundred Distribution Center (DS) or Warehouses of unit sparepart in all Indonesia big island. Inventory accuracy in warehouse is one of the most important things to control in balance to achieve optimal service level set by customer. One common activity in controlling balance of inventory in warehouse is stock opname. Stock opname or stock taking is the event or activity that counting the amount of stock in the warehouse and as the instrument to make sure that there is no discrepancy between actual stock in the warehouse and actual stock on database. This is a real issue PT. United Tractors tasked with maintaining and controlling inventory is faced with. If not avoided or detected, warehouse stock

discrepancy will bring about various damaging results such as loss of sales, customer dissatisfaction and build-up of stocks which lead to increase inventory cost. There have been many discrepancy cause identified in the scope of research related to inventory accuracy in warehouse but most of the research is only carried out certain aspect of warehouse such as operation, man power management, facilities, etc. It is, therefore, the intention of this research is to address aspect causing warehouse stock discrepancy problem in many aspects of warehouse management by identifying root cause based on literature and validation of warehouse practitioner expertise, prioritise root cause discrepancy and solution using DNAP and PROMETHEE II method. The result revealed that there are 6 aspects that affected to warehouse stock discrepancy : (1) operational excellence, (2) man power management, (3) warehouse management system (4) machine and facility reliability, (5) policy and top management, (6) environment and external factors and 26 factors discrepancy root cause and 6 discrepancy solution identified.