

# Evaluasi Implementasi Enterprise Resource Planning (ERP) terhadap Peningkatan Kinerja Proses Bisnis Pengelolaan Biaya Usaha pada salah satu Perusahaan Konstruksi & Infrastruktur Indonesia = Evaluation of Enterprise Resource Planning (ERP) Implementation on the Performance Improvement of Cost Management Business Processes in one of the Construction & Infrastructure Companies in Indonesia

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## Abstrak

Di era pembangunan saat ini, pelaksanaan proyek konstruksi dan infrastruktur sedang marak, yang menuntut perusahaan dalam industri untuk meningkatkan kinerjanya. Dalam upaya meningkatkan kinerja dan menciptakan efisiensi pada perusahaan di industri konstruksi dan infrastruktur khususnya BUMN, pemerintah Indonesia mengeluarkan kebijakan untuk dilakukannya implementasi Enterprise Resource Planning (ERP). Tujuan dari Penelitian ini adalah untuk melakukan evaluasi hasil implementasi Enterprise Resource Planning terhadap peningkatan kinerja proses bisnis pada salah satu BUMN konstruksi dan Infrastruktur. Analisis Peta Proses Bisnis sebelum dan setelah Implementasi ERP, dan Survey dilakukan untuk mengevaluasi kinerja dari proses bisnis pengelolaan biaya usaha di perusahaan hasil implementasi ERP. Kriteria Evaluasi dikembangkan berdasarkan empat dimensi kinerja proses bisnis yaitu waktu, biaya, kualitas dan fleksibilitas. Hasil analisis proses bisnis dan survei mengindikasikan bahwa implementasi ERP telah memberikan dampak positif terhadap kinerja proses bisnis, namun ditemukan adanya kelemahan yang dirasakan user dalam implementasinya. Melalui penelitian ini, peluang perbaikan teridentifikasi untuk membantu perusahaan membuat keputusan dalam mengimplementasikan ERP dengan lebih baik

.....In this development era, many construction & infrastructure projects are being held all over the world, that requires company in the industry to improve their performances. Furthermore, in an effort to increase performances and finally create efficiency, The Indonesian Government issues policy that directs the construction & infrastructure companies especially State-Owned Enterprise's (SOE's) to implement Enterprise Resource Planning (ERP). The purpose of this research is to evaluate the results of ERP implementation towards the business process performances improvement in one of the constructions & infrastructure SOE which has a crucial role in the establishment of the Trans Sumatera Toll Road Megaproject in Indonesia. Analysis of business process before and after implementation is carried out as well as the survey to evaluate the performances of expenditure management business process in the company after the ERP implementation. The evaluation criteria are developed based on the four dimensions of Business Process Performance, which is time, cost, quality and flexibility. The results from the study indicate that ERP Implementation has given positive effect toward business process performance improvement, while there are still some weak points in the implementation. Due to this research, opportunities for improvement are identified to support company in making decision for better ERP implementation.