EVALUASI CRITICAL SUCCESS FACTORS PADA IMPLEMENTASI E-PROCUREMENT MENGGUNAKAN METODE DEMATEL ANALYTICAL NETWORK PROCESS (DANP) DI PT.X

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OVERVIEW PRESENTASI

Latar Belakang
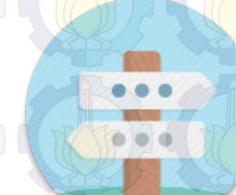
Pengumpulan dan pengolahan Data

Tinjauan Pustaka

Analisis

Metodologi

Kesimpulan dan Saran

LATAR BELAKANG

LATAR BELAKANG

PT.X → **Perubahan sistem pengadaan** →

- Kekurangan Sumber Daya manusia
- Penumpukan Pekerjaan
- Efisiensi waktu
- Efisiensi sumberdaya material

→ *e-procurement* diharapkan dapat memberikan perubahan posisitf bagi perusahaan

LATAR BELAKANG

Awal Implementasi *E-Procurement*

↓

Banyak menghadapi hambatan dan tantangan

↓

E-procurement rentan akan kegagalan
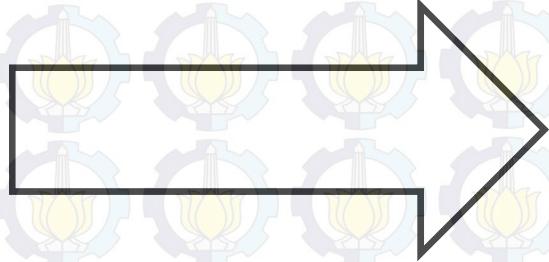
Kesiapan dan kemampuan *supplier*

Isu permasalahan keamanan dan transparansi data transaksi

Kurangnya standarisasi

Budaya organisasi yang kurang mendukung

Membutuhkan investasi yang besar

Kurangnya pengetahuan dan ketrampilan tentang *e-proc*

CRITICAL SUCCESS FACTORS

PERUMUSAN MASALAH

"Bagaimana **Pencapaian CSF** Pada Implementasi
e-procurement Di PT.X ?
Bagaimana **Hubungan Keterkaitan** Yang Terjadi Antar CSF
tersebut ?
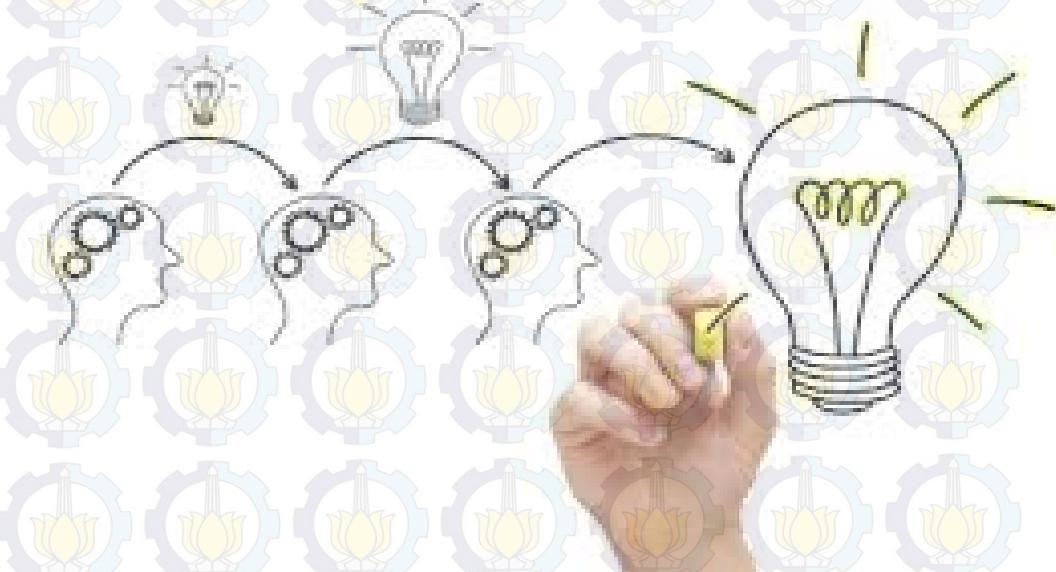
TUJUAN PENELITIAN

1. Mengetahui **Pencapaian CSF** Pada Implementasi *E-Procurement*

2. Mengetahui **Pengaruh Antar CSF**

3. Mengetahui **Jarak** Antara Target Pencapaian CSF Dengan Realisasi.

MANFAAT PENELITIAN

Bagi Perusahaan

- Informasi bagi perusahaan CSF apa saja dalam *eproc*
- Membantu perusahaan dalam melakukan evaluasi CSF.
- Informasi untuk meningkatkan CSF yang belum maksimal.

Bagi Penulis

- Pemahaman pentingnya CSF pada *e-procurement*
- Pemahaman CSF pada *e-procurement*

Bagi Umum

- Informasi mengenai pentingnya CSF pada awal implementasi *e-proc*
- Informasi mengenai faktor kritis apa saja pada implementasi *e-proc*
- Informasi bagi seluruh perusahaan yang akan mengimplementasikan *e-proc,* untuk mengevaluasi CSF.

RUANG LINGKUP PENELITIAN

Batasan

1. Objek penelitian hanya sebatas pada proses pengadaan barang atau jasa yang menggunakan sistem *e-Procurement*.
2. Subjek penelitian sebatas pada karyawan yang terlibat dan memahami *e-Procurement* secara detil, dengan masa kerja minimal satu tahun. Sedangkan *suppliers* terbatas hanya pada mereka yang berada di wilayah Surabaya dan telah menjalin kerjasama minimal dua tahun.

1. Dalam penelitan ini, CSF dan *key Success Factors* (KSF) adalah dua hal yang sama.
2. Tidak terjadi perubahan dasar hukum pengadaan (KEP.001/PL.02/, 2014) selama proses penelitian
3. Responden menjawab segala pertanyaan yang diajukan peneliti dengan sejujurnya serta berdasarkan kapabilitas dan pengalaman mereka.

Asumsi

TINJAUAN PUSTAKA

Critical Success Factor

1. Me... ...al
2. Me... ...suksesan
3. "W... ...l...
4. "th... ...(...ullen & Rockart, 1981)

Kegagalan Pada Masa Awal Implementasi *eproc* = belum melaksanakan CSF dengan baik (Birks, Bond, & Radford, 2001)

TINJAUAN PUSTAKA

E-Procurement

DEMATEL

ANP

METODOLOGI PENELITIAN
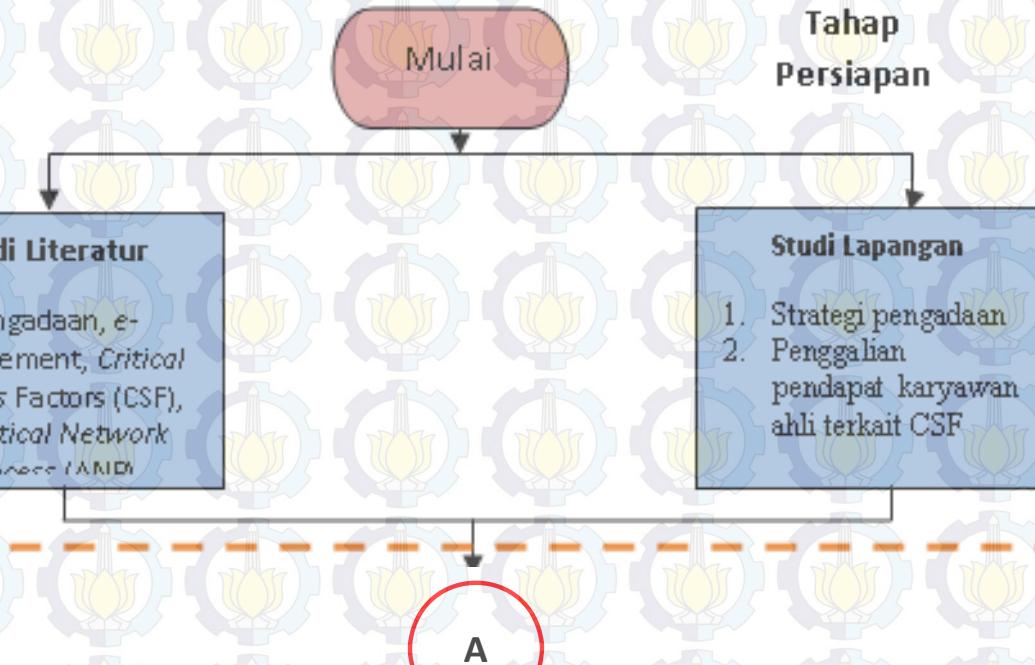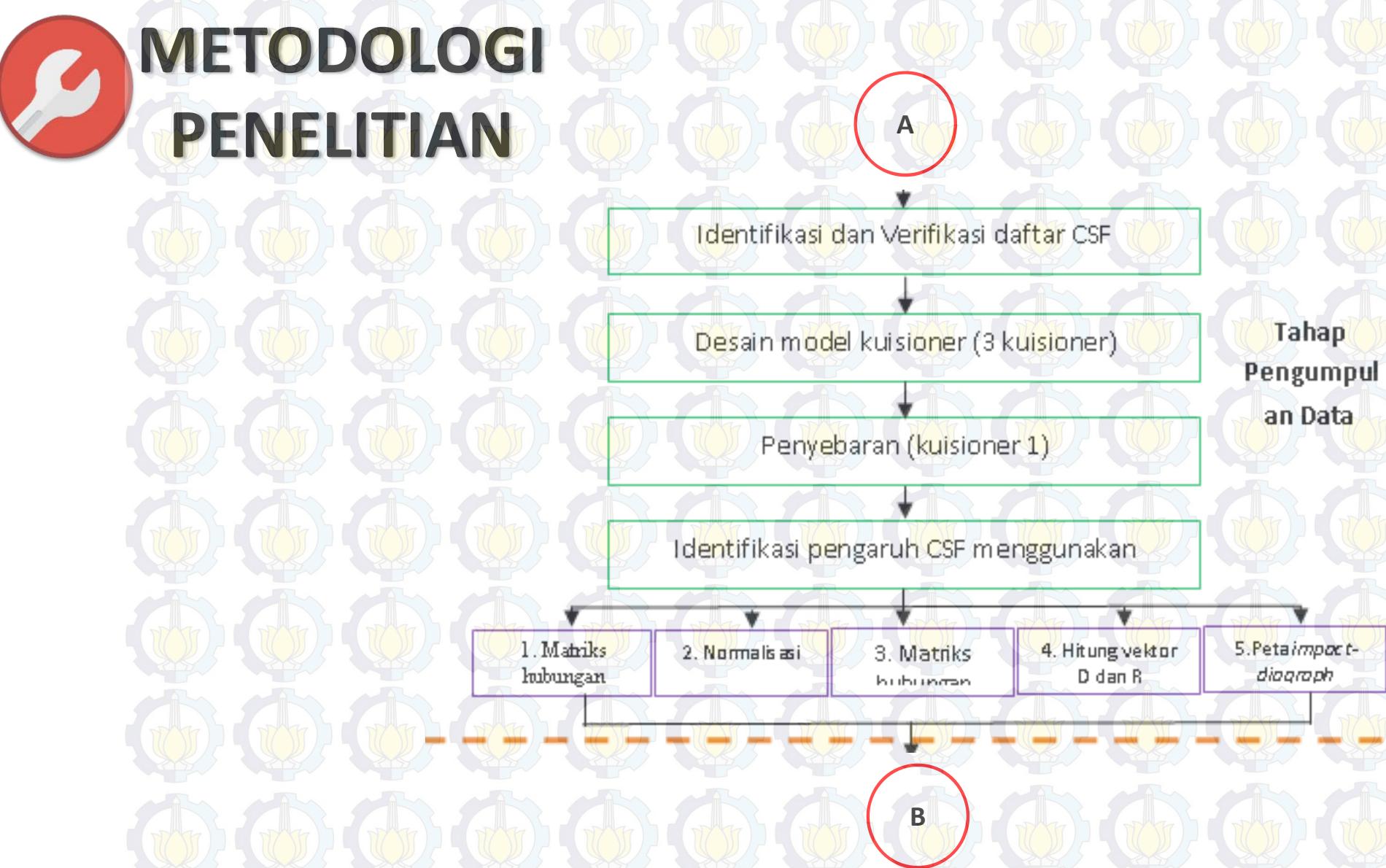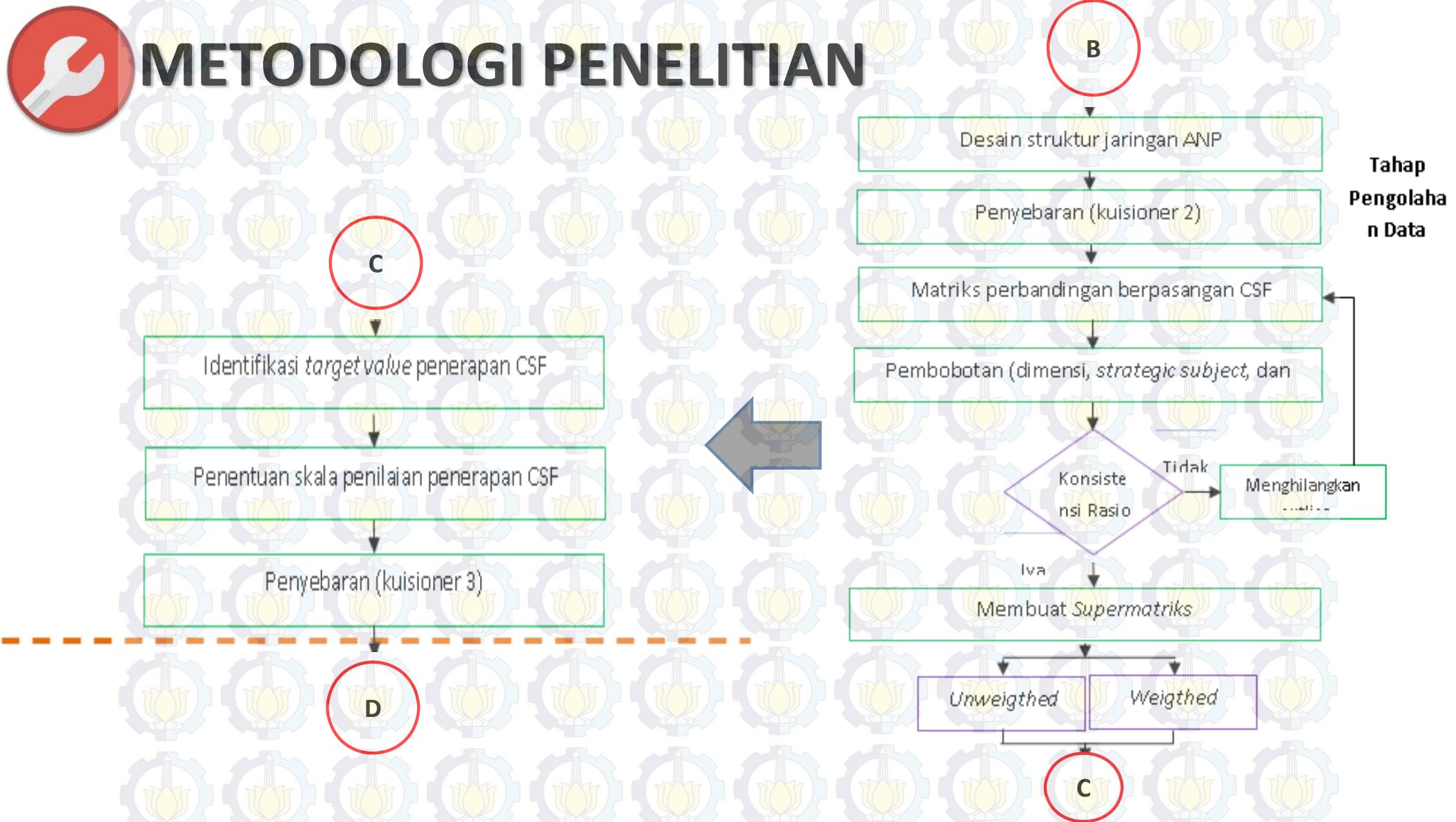
METODOLOGI PENELITIAN

METODOLOGI PENELITIAN

METODOLOGI PENELITIAN

B

Tahap Pengolahan Data

Desain struktur jaringan ANP

Penyebaran (kuisioner 2)

Matriks perbandingan berpasangan CSF

Pembobotan (dimensi, *strategic subject*, dan

Konsistensi Rasio → Tidak → Menghilangkan ~~outlier~~

Iya

Membuat *Supermatriks*

Unweigthed | *Weigthed*

C

C

Identifikasi *target value* penerapan CSF

Penentuan skala penilaian penerapan CSF

Penyebaran (kuisioner 3)

D

METODOLOGI PENELITIAN
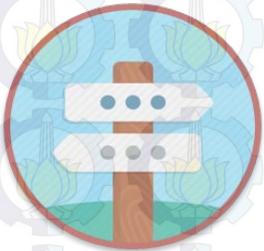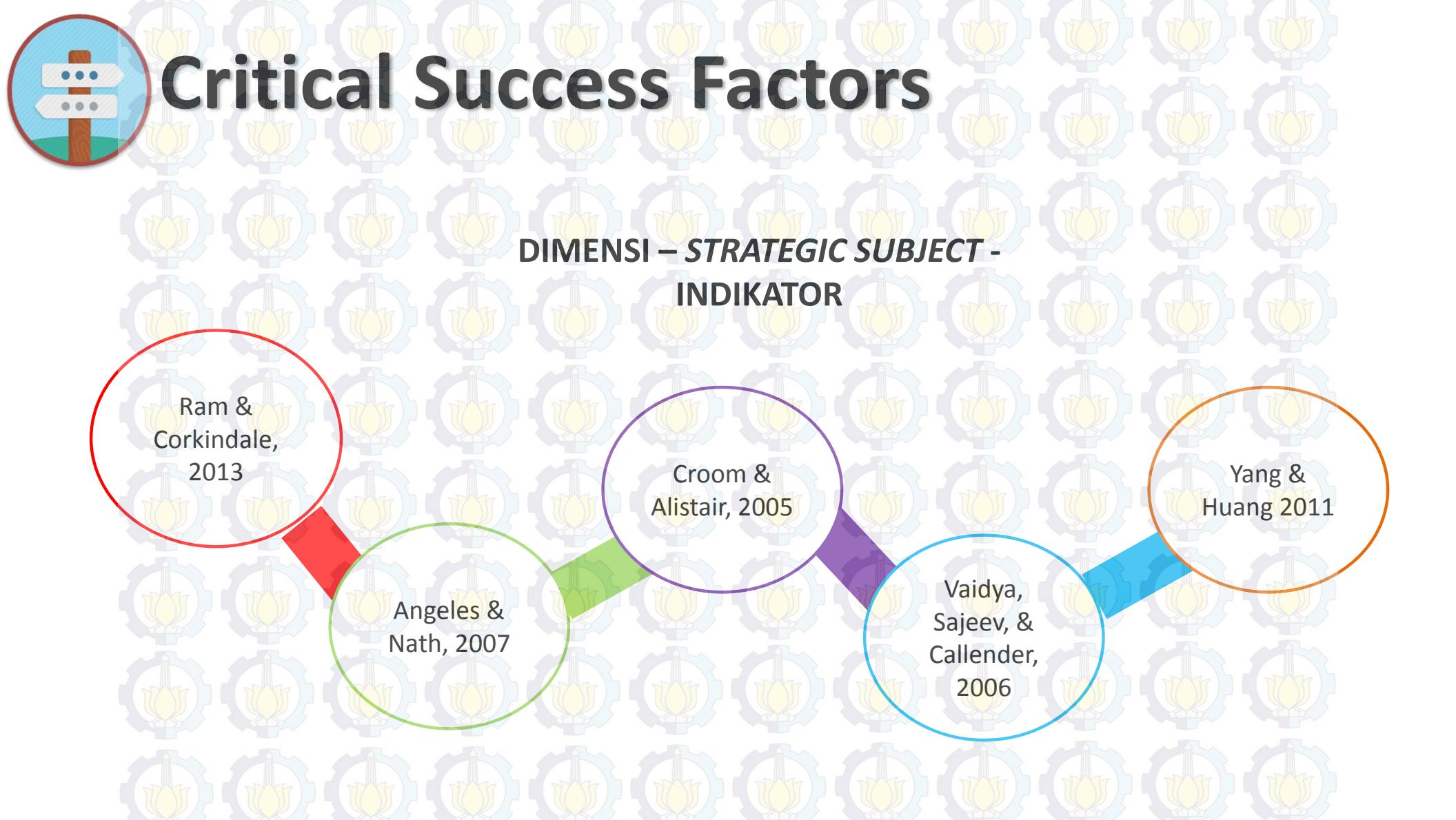
Critical Success Factors

DIMENSI – *STRATEGIC SUBJECT* -
INDIKATOR

Ram & Corkindale, 2013

Angeles & Nath, 2007

Croom & Alistair, 2005

Vaidya, Sajeev, & Callender, 2006

Yang & Huang 2011

DEMATEL

DEMATEL

Untuk mengetahui hubungan keterkaitan antar CSF

→ Vektor *Relation* dan Vektor *Prominence*

→ Jumlah Hubungan

→ Kelompok *Dispatcher* dan *Receiver*

→ Peta *Impact Diagram*

Penyebaran Kuisioner 1

Kepala *Procurement Section*
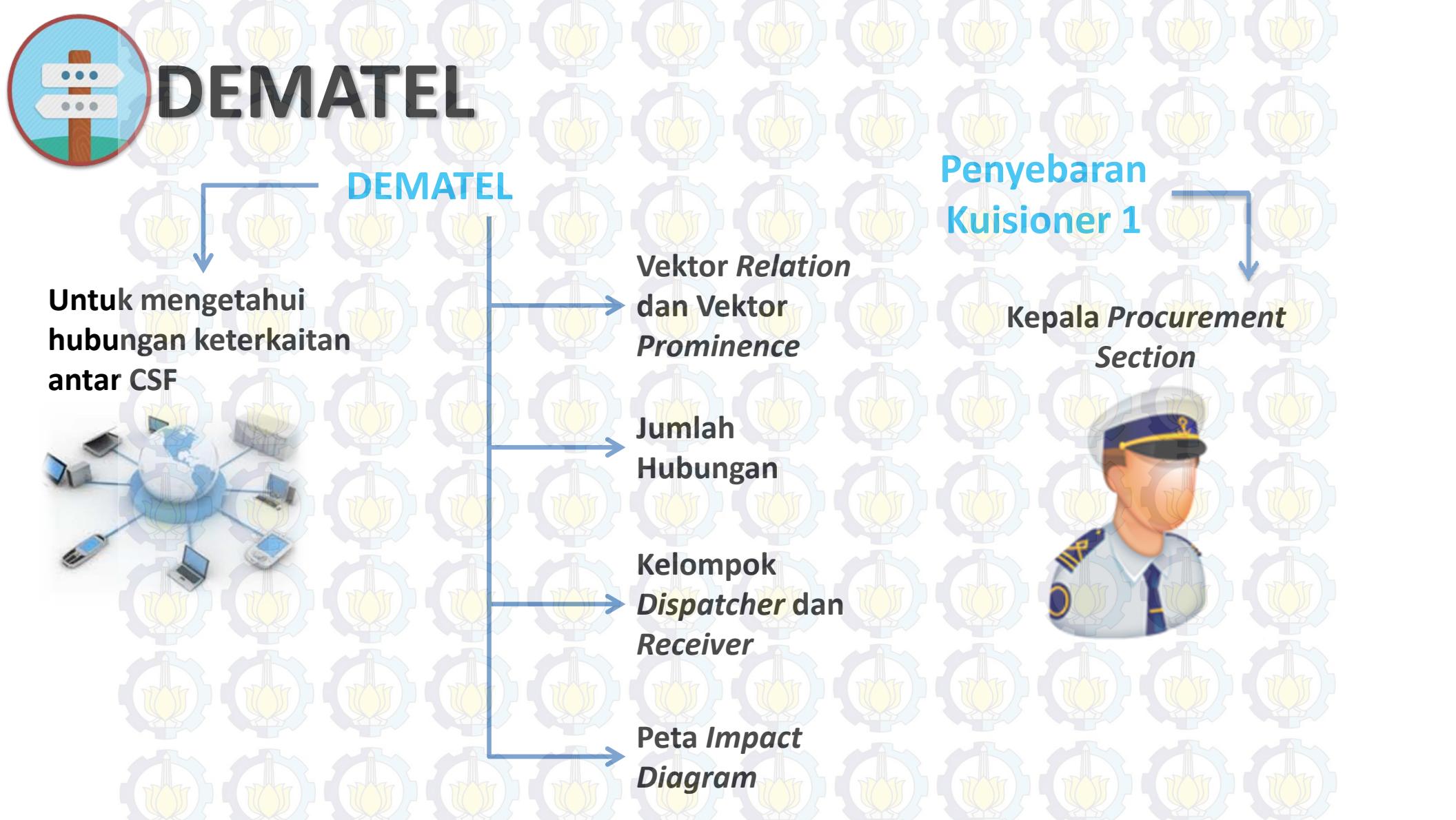
DEMATEL

Concentration on business	**34**
Identification and management of key stakeholders	**30**
Enthusiasm and ambition	**29**
Organizational resistance in change management	**26**
Key Performance Indicators (KPI)	**26**
Knowledge Management documentation	**23**
Degree of delegation in project team	**23**

HUBUNGAN

21	Staff training
19	Staff believe about benefits of e-procurement
18	Enforce on-contract buying with preferred suppliers
17	Stability and patience
14	Accuracy Information of procurement
14	Transparancy improvement
14	Identification benefits of e-procurement

Authentication and Authorization

Project team competence and standard

Tranparancy improvement

Key Performance Indicators (KPI)

Progress monitoring

Identification and management of key stakeholders

Identification benefits of e-procurement

Organizational resistance in change management

Enthusiasm and ambition

Staaf believe about benefits of e-procurement

Knowledge Management documentation

Staff receive benefits of e-procurement

Concentration on business

Degree of delegation in project team

Staff training

Stability and patience

CAUSE (100%) EFFECT (100%)

KELOMPOK PENYEBAB

Estetika website

User friendliness

Efficiency and accuracy of search

Ease of classification of product/service

Accuracy Information of procurement

Confidentiality and security of transaction phases

Supplier e-readiness

Supplier's knowledge about benefits of e-proc

Suppliers education and benefits demonstration

Reduce Number of Supplier

Enforce on-contract buying with preferred suppliers

Business process assessment and requirement

Risks identification and management

Re-engineering business process

Compliance with purchasing procedures and standard

Involvement of the steering committee

Create policy and strategy of e-procurement

Identification Potential barriers to implementation

KELOMPOK AKIBAT

Ability to ensure low purchasing cost

ANP

Peta *Impact Diagram* DEMATEL

Diagram Jaringan ANP

Penyebaran Kuisioner 2 → Kepala *Procurement Secton*

Super Decision

BOBOT DIMENSI

BOBOT *STRATEGIC SUBJECT*

BOBOT INDIKATOR

BOBOT GLOBAL

EVALUASI CSF

Skala Likert 1-4

50 *Supplier* PT.X di wilayah Surabaya

Karyawan Sub Unit Pengadaan (8 orang), dan Tim Pengadaan sebanyak tujuh (7) orang.

PURPOSIVE SAMPLING

EVALUASI CSF

INDICATOR	NILAI REALISASI	BOBOT GLOBAL	HASIL EVALUASI CSF (Nilai Realisasi X Bobot Global)
Efficiency and accuracy of search	4	0,004292	0,0171691
Estetika website	4	0,000271	0,0010826
User friendliness	4	0,005513	0,0220532
Accuracy Information of procurement	4	0,049615	0,1984612
Ease of classification of product/service	4	0,005197	0,0207869
Authentication and Authorization	4	0,019287	0,0771477
Confidentiality and security of transaction phases	4	0,049126	0,1965032
Supplier e-readiness	4	0,069761	0,2790445
Suppliers education and benefits demonstration	4	0,115205	0,4608203
Supplier's knowledge about benefits of e-proc	3	0,017340	0,0520189
Enforce on-contract buying with preferred suppliers	4	0,056248	0,2249940

EVALUASI CSF

Reduce Number of Supplier	3	0,035823	0,1074699
Business process assessment and requirement	2	0,018612	0,0372247
Project team competence and standard	4	0,002917	0,0116699
Risks identification and management	1	0,032870	0,0328700
Compliance with pruchasing procedures and standard	4	0,042183	0,1687303
Re-engineering business process	2	0,010854	0,0217084
Tranparancy improvement	3	0,028268	0,0848042
Key Performance Indicators (KPI)	2	0,013570	0,0271392
Progress monitoring	2	0,015894	0,0317873
Create policy and strategy of e-procurement	4	0,020756	0,0830230
Involvement of the steering committee	4	0,017674	0,0706949
Identification Potential barriers to implementation	2	0,006400	0,0128005
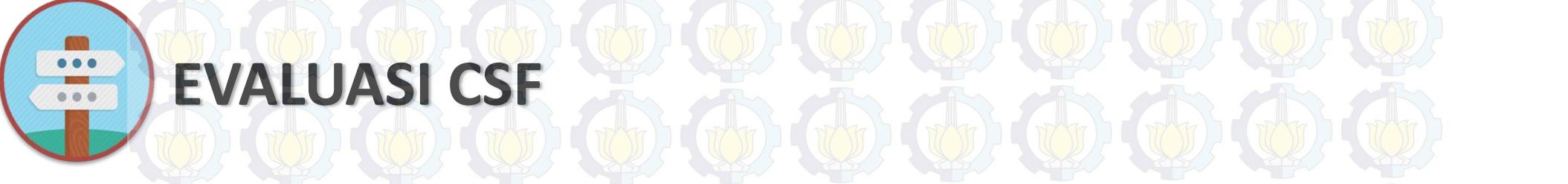
EVALUASI CSF

Identification benefits of e-procurement	3	0,044738	0,1342130
Identification and management of key stakeholders	3	0,041810	0,1254298
Organizational resistance in change management	4	0,030015	0,1200612
Ability to ensure low purchasing cost	4	0,063317	0,2532676
Enthusiasm and ambition	4	0,009406	0,0376235
Knowledge Management documentation	2	0,014935	0,0298702
Staaf believe about benefits of e-procurement	3	0,045367	0,1361022
Staff receive benefits of e-procurement	3	0,002761	0,0082816
Concentration on business	4	0,007556	0,0302233
Degree of delegation in project team	4	0,014998	0,0599936
Stability and patience	3	0,020679	0,0620379
Staff training	2	0,066733	0,1334669

NILAI GAP

INDICATOR	REALISASI	TARGET TERBOBOT	GAP
Estetika website	0,0010826	0,0008119	0,0002706
Ease of classification of product/service	0,0207869	0,0155902	0,0051967

NILAI GAP

INDICATOR	REALISASI	TARGET TERBOBOT	GAP
Efficiency and accuracy of search	0,0171691	0,0171691	-
User friendliness	0,0220532	0,0220532	-
Accuracy Information of procurement	0,1984612	0,1984612	-
Authentication and Authorization	0,0771477	0,0771477	-
Confidentiality and security of transaction phases	0,1965032	0,1965032	-
Enforce on-contract buying with preferred suppliers	0,2249940	0,2249940	-
Reduce Number of Supplier	0,1074699	0,1074699	-
Project team competence and standard	0,0116699	0,0116699	-
Compliance with pruchasing procedures and standard	0,1687303	0,1687303	-

NILAI GAP

INDICATOR	REALISASI	TARGET TERBOBOT	GAP
Create policy and strategy of e-procurement	0,0830230	0,0830230	-
Involvement of the steering committee	0,0706949	0,0706949	-
Organizational resistance in change management	0,1200612	0,1200612	-
Ability to ensure low purchasing cost	0,2532676	0,2532676	-
Enthusiasm and ambition	0,0376235	0,0376235	-
Concentration on business	0,0302233	0,0302233	-
Degree of delegation in project team	0,0599936	0,0599936	-

NILAI GAP

INDICATOR	REALISASI	TARGET TERBOBOT	GAP
Supplier e-readiness	0,2092833	0,2790445	(0,0697611)
Suppliers education and benefits demonstration	0,4032177	0,4608203	(0,0576025)
Supplier's knowledge about benefits of e-proc	0,0520189	0,0693585	(0,0173396)
Business process assessment and requirement	0,0465309	0,0744494	(0,0279185)
Risks identification and management	0,0328700	0,1314801	(0,0986101)
Re-engineering business process	0,0217084	0,0434168	(0,0217084)
Tranparancy improvement	0,0848042	0,1130722	(0,0282681)
Key Performance Indicators (KPI)	0,0271392	0,0542783	(0,0271392)
Progress monitoring	0,0317873	0,0635746	(0,0317873)
Identification Potential barriers to implementation	0,0128005	0,0256009	(0,0128005)
Identification benefits of e-procurement	0,1342130	0,1789507	(0,0447377)

NILAI GAP

INDICATOR	REALISASI	TARGET TERBOBOT	GAP
Identification and management of key stakeholders	0,1254298	0,1672397	(0,0418099)
Knowledge Management documentation	0,0298702	0,0597403	(0,0298702)
Staaf believe about benefits of e-procurement	0,1361022	0,1814695	(0,0453674)
Staff receive benefits of e-procurement	0,0082816	0,0110421	(0,0027605)
Stability and patience	0,0723775	0,0827172	(0,0103396)
Staff training	0,1334669	0,2669339	(0,1334669)

ANALISIS

ANALISA HUBUNGAN CSF

VEKTOR PROMINENCE D+R

TINGGI

RENDAH

Semakin tinggi nilai vektor D+R, CSF memiliki tingkat kepentingan tinggi terhadap *e-procurement.*

Diperkuat dengan jumlah hubungan

ANALISA HUBUNGAN CSF

VEKTOR PROMINENCE D+R

1. *Identification and Management of Key Stakeholders (4,0366)*

2. *Concentration on Business (3,8905)*

3. *Enthusiasm and ambition (3,8278).*

Estetika website dengan nilai 2,2005

ANALISA HUBUNGAN CFS

Enthusiasm and ambition dapat menjadi motivasi karyawan (Yang & Huang, 2011)

Faktor manusia memiliki peran lebih penting dibandingkan faktor teknologi (Vaidya, Sajeev, & Callender, 2006)

PT.X sebagai perusahaan BUMN

Perlunya mengetahui keinginan, pengaruh, dan kepentingan dari *stakeholders*

CSF	Jumlah Hubungan
Concentration on business	34
Identification and management of key stakeholders	30
Enthusiasm and ambition	29
Estetika website	1

TRAFFIC LIGHT

NO.	INDICATOR CSF
1	Efficiency and accuracy of search
2	Estetika website
3	User friendliness
4	Accuracy Information of procurement
5	Ease of classification of product/service
6	Authentication and Authorization
7	Confidentiality and security of transaction phases
8	Enforce on-contract buying with preferred suppliers
9	Reduce Number of Supplier
10	Project team competence and standard
11	Compliance with pruchasing procedures and standard
12	Create policy and strategy of e-procurement
13	Involvement of the steering committee
14	Organizational resistance in change management
15	Ability to ensure low purchasing cost
16	Enthusiasm and ambition
17	Concentration on business
18	Degree of delegation in project team
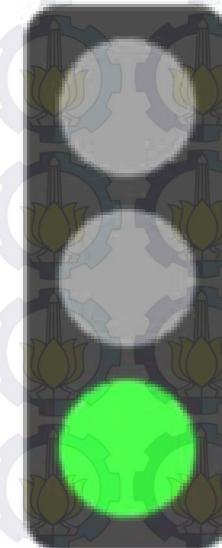
TRAFFIC LIGHT

NO.	INDICATOR CSF
1	Supplier e-readiness
2	Suppliers education and benefits demonstration
3	Supplier's knowledge about benefits of e-proc
4	Tranparancy improvement
5	Identification benefits of e-procurement
6	Identification and management of key stakeholders
7	Staaf believe about benefits of e-procurement
8	Staff receive benefits of e-procurement
9	Stability and patience

NO.	INDICATOR CSF
1	Business process assessment and requirement
2	Risks identification and management
3	Re-engineering business process
4	Key Performance Indicators (KPI)
5	Progress monitoring
6	Identification Potential barriers to implementation
7	Knowledge Management documentation
8	Staff training

KESIMPULAN

Indikator CSF yang memiliki jumlah hubungan pengaruh dalam tiga (3) terbanyak adalah *Concentration on business, Identification and management of key stakeholders,* dan *Enthusiasm and ambition*.

1.

Indikator CSF yang harus **segera dilaksanakan** oleh PT.X **sebanyak 8 CSF**, dan **9 CSF yang masih memerlukan perbaikan.**

2.

Sedangkan 17 CSF belum memenuhi target. Melalui kesimpulan poin nomor dua dan tiga, dapat disimpulkan bahwa **sebagian besar CSF belum terlaksana dengan baik dan masih memerlukan perbaikan**

3.

SARAN

Edukasi kepada karyawan dan *supplier*

Pelatihan kepada karyawan

Menggunakan dimensi tambahan

Mengembangkan penelitian KPI yang diturunkan dari CSF

Melakukan monitoring *e-procurement*

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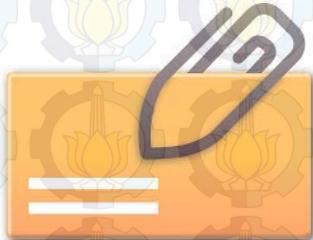
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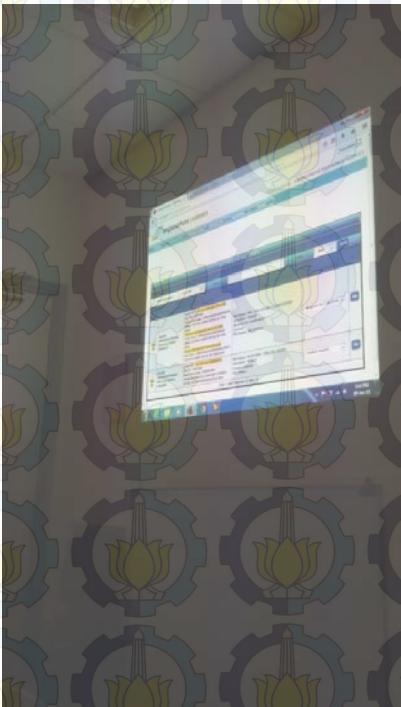
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