

BAB 7

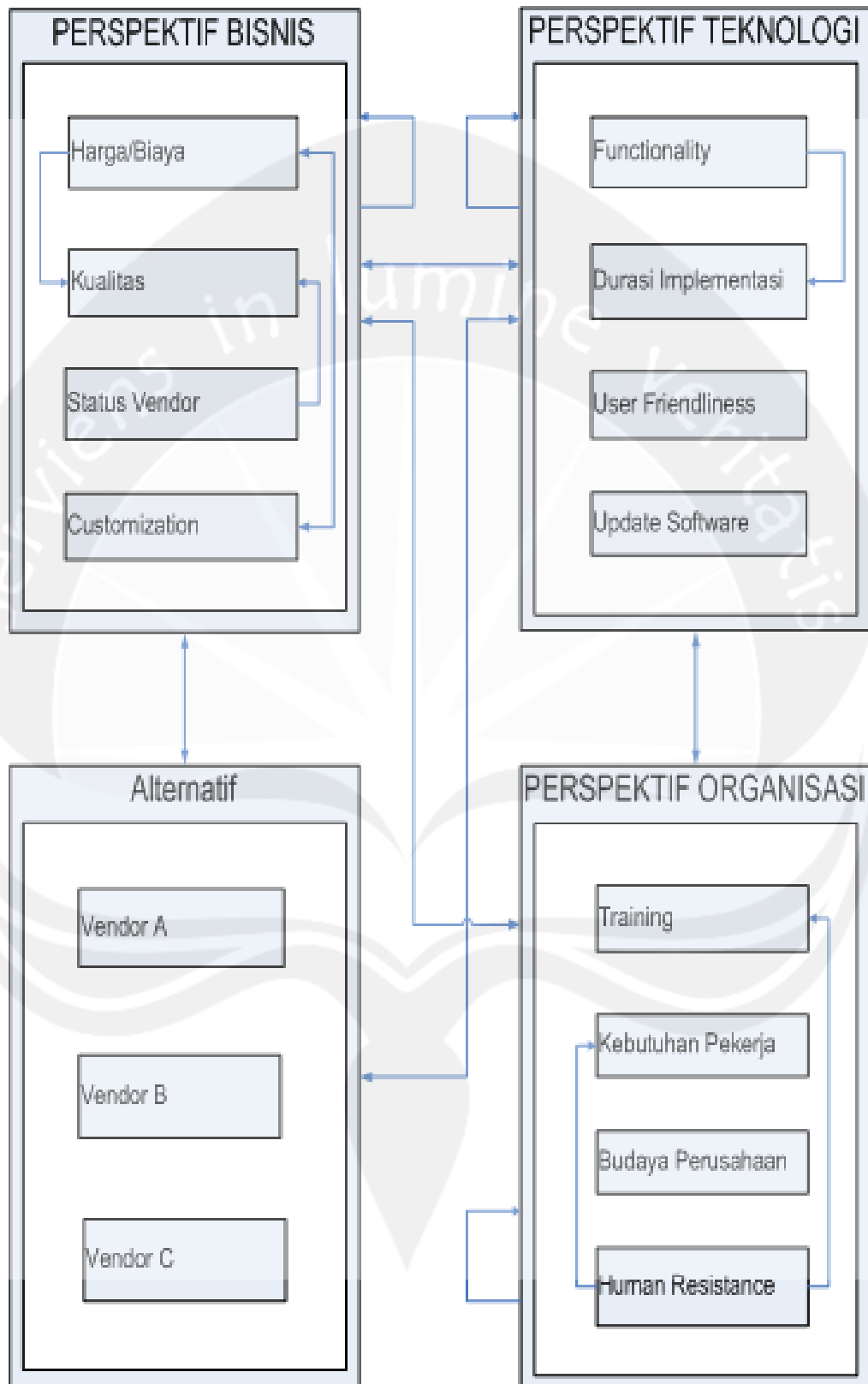
KESIMPULAN DAN SARAN

7.1. Kesimpulan

Berdasarkan penelitian dan perhitungan yang telah dilakukan sebelumnya, dapat diambil beberapa kesimpulan sebagai berikut:

- a. Berdasarkan teori yang ada, permasalahan pemilihan *vendor software* ERP melibatkan 3 perspektif yang berbeda, yaitu perspektif bisnis, perspektif teknologi, dan perspektif organisasi.
- b. Tiga perspektif tersebut digunakan untuk membangun sebuah model pemilihan *vendor software* ERP yang divalidasi oleh perusahaan X.
- c. Model pemilihan *vendor software* ERP yang terbentuk dapat dilihat pada gambar 7.1.
- d. Terdapat saling keterkaitan antar keempat cluster, sehingga dapat distrukturkan secara network. Dari struktur network tersebut terbentuk supermatriks sebagai berikut:

$$W = \begin{bmatrix} w_{11} & w_{12} & w_{13} & w_{14} \\ w_{21} & w_{22} & w_{23} & w_{24} \\ w_{31} & w_{32} & w_{33} & 0 \\ w_{41} & w_{42} & 0 & 0 \end{bmatrix}$$



Gambar 7.1. Model pemilihan vendor software ERP

e. Permasalahan pemilihan *vendor software* ERP merupakan salah satu kasus pengambilan keputusan yang melibatkan banyak kriteria dan adanya keterkaitan antar kriteria tersebut, sehingga digunakan metode *Analytic Network Process* (ANP) yang mampu mengakomodasi pengambilan keputusan dengan adanya keterkaitan antar kriteria.

7.2. Saran

Permasalahan pemilihan *vendor software* ERP merupakan salah satu kasus yang sangat jarang ditemui saat ini. Oleh karenanya penelitian berkaitan dengan permasalahan ini akan semakin baik dan jelas jika banyak studi maupun penelitian lanjut dilakukan. Penelitian lebih lanjut dapat difokuskan pada obyek penelitian dengan karakteristik bidang usaha perusahaan yang sama dan jumlah obyek penelitian yang lebih banyak dan luas, sehingga model pemilihan *vendor software* ERP dapat berlaku secara umum terhadap perusahaan-perusahaan dengan karakteristik bidang usaha yang sama yang akan melakukan pemilihan *vendor software* ERP.

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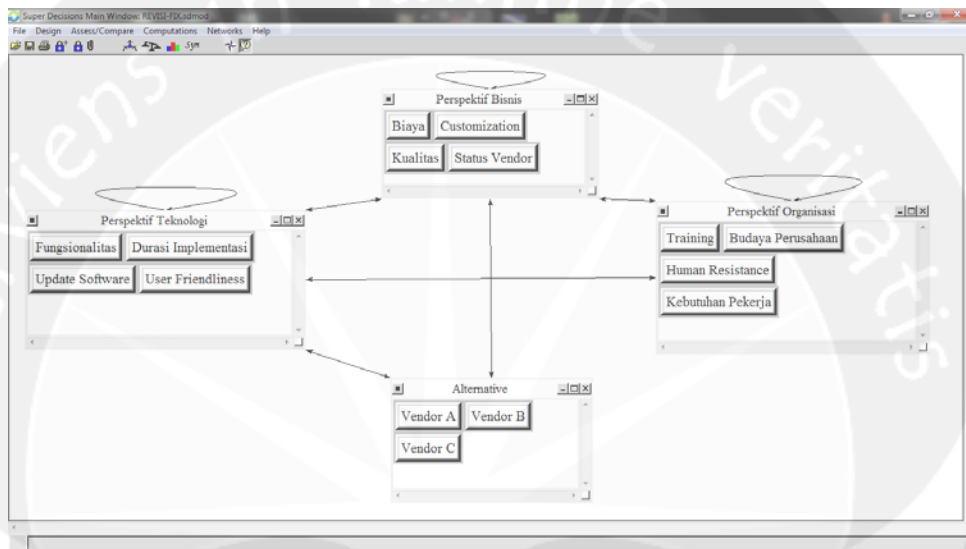


LAMPIRAN

LAMPIRAN 1

Penyelesaian Contoh Ilustratif Dengan Software Super Decision

1. Membangun Struktur Network



Gambar 1. Struktur Network Pemilihan Vendor Software

ERP

2. Perbandingan Berpasangan

a. Cluster Comparisons

2. Cluster comparisons with respect to Perspektif Bisnis																						
Graphical Verbal Matrix Questionnaire Direct																						
Perspektif Bisnis is very strongly more important than Alternative																						
1.	Alternative	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Perspektif Bisn~
2.	Alternative	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Perspektif Orga~
3.	Alternative	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Perspektif Tekn~
4.	Perspektif Bisn~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Perspektif Orga~
5.	Perspektif Bisn~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Perspektif Tekn~
6.	Perspektif Orga~	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Perspektif Tekn~

Gambar 2. Perbandingan Berpasangan Cluster

b. Nodes Comparisons

2. Node comparisons with respect to Vendor A																						
Graphical	Verbal	Matrix	Questionnaire	Direct																		
Comparisons wrt "Vendor A" node in "Perspektif Bisnis" cluster																						
Customization is very strongly more important than Biaya																						
1.	Biaya	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Customization
2.	Biaya	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Kualitas
3.	Biaya	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Status Vendor
4.	Customization	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Kualitas
5.	Customization	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Status Vendor
6.	Kualitas	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	>=9.5	No comp.	Status Vendor

Gambar 2. Perbandingan Berpasangan Nodes Pada Perspektif Bisnis Relatif Terhadap Nodes Vendor A

3. Cluster Matriks

Cluster Node Labels	Alternative	Perspektif Bisnis	Perspektif Organisasi	Perspektif Teknologi
Alternati ve	0.000000	0.042115	0.000000	0.042115
Perspekt if Bisnis	0.500000	0.402601	0.454545	0.402601
Perspekti f Organisa si	0.000000	0.152684	0.090909	0.152684
Perspekti f Teknolog i	0.500000	0.402601	0.454545	0.402601

Done

Gambar 3. Cluster Matriks

4. Supermatriks (*Unweighted*, *Weighted*, dan *Limit Matriks*)

Super Decisions Main Window: REVISI-FIX.sdm: Unweighted Super Matrix

Cluster Node Labels	Alternative			Perspektif Bisnis				Perspektif Organisasi
	Vendor A	Vendor B	Vendor C	Biaya	Customization	Kualitas	Status Vendor	Budaya Perusahaan
Alternative	Vendor A	0.000000	0.000000	0.000000	0.352189	0.649118	0.000000	0.000000
	Vendor B	0.000000	0.000000	0.000000	0.088746	0.278955	0.000000	0.000000
	Vendor C	0.000000	0.000000	0.000000	0.559065	0.071927	0.000000	0.000000
Perspektif Bisnis	Biaya	0.048261	0.047816	0.110727	0.000000	1.000000	0.000000	0.000000
	Customization	0.620845	0.184363	0.063102	0.875000	0.000000	0.000000	0.000000
	Kualitas	0.165447	0.610816	0.496851	0.125000	0.000000	0.000000	1.000000
	Status Vendor	0.165447	0.157005	0.329321	0.000000	0.000000	0.000000	0.000000
Perspektif Organisasi	Budaya Perusahaan	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000

Done

Super Decisions Main Window: REVISI-FIX.sdm: Unweighted Super Matrix

Cluster Node Labels	Perspektif Organisasi				Perspektif Teknologi			
	Budaya Perusahaan	Human Resistance	Kebutuhan Pekerja	Training	Durasi Implementasi	Fungsionalitas	Update Software	User Friendliness
Perspektif Organisasi	Budaya Perusahaan	0.000000	0.000000	0.000000	0.000000	0.000000	1.000000	0.000000
	Human Resistance	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
	Kebutuhan Pekerja	0.000000	0.125000	0.000000	0.000000	1.000000	0.000000	0.000000
	Training	0.000000	0.875000	0.000000	0.000000	0.000000	0.000000	1.000000
Perspektif Teknologi	Durasi Implementasi	0.166667	1.000000	0.000000	1.000000	0.000000	1.000000	0.000000
	Fungsionalitas	0.833333	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
	Update Software	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
	User Friendliness	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000

Done

Gambar 4. Unweighted Matriks

Super Decisions Main Window: REVISI-FIX.sdmod: Weighted Super Matrix

Cluster Node Labels	Alternative			Perspektif Bisnis				Perspektif Organisasi
	Vendor A	Vendor B	Vendor C	Biaya	Customization	Kualitas	Status Vendor	Budaya Perusahaan
Alternatif	Vendor A	0.000000	0.000000	0.000000	0.017505	0.027337	0.000000	0.000000
	Vendor B	0.000000	0.000000	0.000000	0.004411	0.011748	0.000000	0.000000
	Vendor C	0.000000	0.000000	0.000000	0.027788	0.003029	0.000000	0.000000
Perspektif Bisnis	Biaya	0.024131	0.023908	0.055363	0.000000	0.402601	0.000000	0.000000
	Customization	0.310422	0.092182	0.031551	0.415755	0.000000	0.000000	0.000000
	Kualitas	0.082724	0.305408	0.248425	0.059394	0.000000	0.000000	1.000000
	Status Vendor	0.082724	0.078503	0.164661	0.000000	0.000000	0.000000	0.000000
Perspektif Organisasi	Budaya Perusahaan	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000

Done

Super Decisions Main Window: REVISI-FIX.sdmod: Weighted Super Matrix

Cluster Node Labels	Perspektif Organisasi				Perspektif Teknologi			
	Budaya Perusahaan	Human Resistance	Kebutuhan Pekerja	Training	Durasi Implementasi	Fungsionalitas	Update Software	User Friendliness
Perspektif Organisasi	Budaya Perusahaan	0.000000	0.000000	0.000000	0.000000	0.000000	0.152684	0.000000
	Human Resistance	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
	Kebutuhan Pekerja	0.000000	0.020833	0.000000	0.000000	0.274965	0.000000	0.000000
	Training	0.000000	0.145833	0.000000	0.000000	0.000000	0.000000	0.274965
Perspektif Teknologi	Durasi Implementasi	0.166667	0.833333	0.000000	0.500000	0.000000	0.402601	0.000000
	Fungsionalitas	0.833333	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
	Update Software	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
	User Friendliness	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000

Done

Gambar 5. Weighted Matriks

Super Decisions Main Window: REVISI-FIX.sdmod: Limit Matrix

Cluster Node Labels	Alternative			Perspektif Bisnis				Perspektif Organisasi
	Vendor A	Vendor B	Vendor C	Biaya	Customization	Kualitas	Status Vendor	Budaya Perusahaan
Alternatif	Vendor A	0.016646	0.016646	0.016646	0.016646	0.016646	0.000000	0.016646
	Vendor B	0.006248	0.006248	0.006248	0.006248	0.006248	0.000000	0.006248
	Vendor C	0.008469	0.008469	0.008469	0.008469	0.008469	0.000000	0.008469
Perspektif Bisnis	Biaya	0.237866	0.237866	0.237866	0.237866	0.237866	0.000000	0.237866
	Customization	0.226600	0.226600	0.226600	0.226600	0.226600	0.000000	0.226600
	Kualitas	0.023429	0.023429	0.023429	0.023429	0.023429	0.000000	0.023429
	Status Vendor	0.003343	0.003343	0.003343	0.003343	0.003343	0.000000	0.003343
Perspektif Organisasi	Budaya Perusahaan	0.034316	0.034316	0.034316	0.034316	0.034316	0.000000	0.034316

Done

Super Decisions Main Window: REVISI-FIX.sdmod: Limit Matrix

Cluster Node Labels	Perspektif Organisasi				Perspektif Teknologi				
	Budaya Perusahaan	Human Resistance	Kebutuhan Pekerja	Training	Durasi Implementasi	Fungsionalitas	Update Software	User Friendliness	
Perspektif Organisasi	Budaya Perusahaan	0.034316	0.034316	0.034316	0.034316	0.034316	0.034316	0.000000	
	Human Resistance	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000	
	Kebutuhan Pekerja	0.046730	0.046730	0.046730	0.046730	0.046730	0.046730	0.000000	
	Training	0.029947	0.029947	0.029947	0.029947	0.029947	0.029947	0.000000	
Perspektif Teknologi	Durasi Implementasi	0.144851	0.144851	0.144851	0.144851	0.144851	0.144851	0.000000	
	Fungsionalitas	0.219296	0.219296	0.219296	0.219296	0.219296	0.219296	0.000000	
	Update Software	0.001410	0.001410	0.001410	0.001410	0.001410	0.001410	0.000000	
	User Friendliness	0.000849	0.000849	0.000849	0.000849	0.000849	0.000849	0.000000	

Done

Gambar 6. Limit Matriks

LAMPIRAN 2

Kuesioner Perbandingan Berpasangan

A. Perbandingan Berpasangan *Cluster*

1. Perbandingan berpasangan pada "Alternatif"

PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT
PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT
PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT
PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT
PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT
PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT

2. Perbandingan berpasangan pada "Perspektif Bisnis"

Alt	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PB
Alt	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PO
Alt	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT
PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PO
PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT
PO	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT

3. Perbandingan berpasangan pada "Perspektif Teknologi"

Alt	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PB
Alt	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PO
Alt	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT
PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PO
PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT
PO	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT

4. Perbandingan berpasangan pada "Perspektif Organisasi"

PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PO
PB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT
PO	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	PT

B. Perbandingan Berpasangan Nodes

1. Perbandingan berpasangan node "Vendor A" pada Cluster "Perspektif Bisnis"

Bi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Cu
Bi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Qlt
Bi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SV
Cu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Qlt
Cu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SV
Qlt	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SV

2. Perbandingan berpasangan node "Vendor A" pada Cluster "Perspektif Teknologi"

DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Fu
DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	US
DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	UF
Fu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	US
Fu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	UF
US	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	UF

3. Perbandingan berpasangan node "Vendor B" pada Cluster "Perspektif Bisnis"

Bi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Cu
Bi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Qlt
Bi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SV
Cu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Qlt
Cu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SV
Qlt	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SV

4. Perbandingan berpasangan node "Vendor B" pada Cluster "Perspektif Teknologi"

DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Fu
DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	US
DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	UF
Fu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	US
Fu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	UF
US	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	UF

5. Perbandingan berpasangan node "Vendor C" pada Cluster "Perspektif Bisnis"

Bi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Cu
Bi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Qlt
Bi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SV
Cu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Qlt
Cu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SV
Qlt	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	SV

6. Perbandingan berpasangan node "Vendor C" pada Cluster "Perspektif Teknologi"

DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Fu
DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	US
DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	UF
Fu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	US
Fu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	UF
US	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	UF

7. Perbandingan berpasangan node "Biaya" pada Cluster "Alternatif"

VA	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	VB
VA	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	VC
VB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	VC

8. Perbandingan berpasangan *node* "Biaya" pada *Cluster* "Perspektif Bisnis"

Cu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Qlt
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9. Perbandingan berpasangan *node* "Biaya" pada *Cluster* "Perspektif Teknologi"

DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Fu
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10. Perbandingan berpasangan *node* "Customization" pada *Cluster* "Alternatif"

VA	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	VB
VA	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	VC
VB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	VC

11. Perbandingan berpasangan *node* "Customization" pada *Cluster* "Perspektif Organisasi"

KP	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tr
----	---	---	---	---	---	---	---	---	---	---	---	---	----------	---	---	---	---	----

12. Perbandingan berpasangan *node* "Customization" pada *Cluster* "Perspektif Teknologi"

DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Fu
----	---	---	---	---	---	---	---	---	---	---	---	---	----------	---	---	---	---	----

13. Perbandingan berpasangan *node* "Budaya Perusahaan" pada *Cluster* "Perspektif Teknologi"

DI	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Fu
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14. Perbandingan berpasangan *node* "Human Resistance" pada *Cluster* "Perspektif Organisasi"

KP	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tr
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15. Perbandingan berpasangan *node* "Kebutuhan Pekerja" pada *Cluster* "Perspektif Bisnis"

Bi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Cu
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16. Perbandingan berpasangan *node* "Fungsionalitas" pada *Cluster* "Alternatif"

VA	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	VB
VA	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	VC
VB	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	VC

17. Perbandingan berpasangan *node* "Fungsionalitas" pada *Cluster* "Perspektif Bisnis"

Bi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Cu
----	---	---	---	---	---	---	---	---	---	---	---	---	---	---	----------	---	---	----