

Analisa kinerja koperasi dan pemeliharaan menara telekomunikasi (studi kasus : PT. XYZ) = The performance analysis on operation & maintenance systems of telecommunication tower. (Case study PT. XYZ)

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Abstrak

Perkembangan industri telekomunikasi semakin meningkat pesat demikian juga industri penyewaan menara telekomunikasi sebagai industri pendukung. PT XYZ sebagai salah satu pelaku dan bahkan sebagai pelopor dalam industri penyewaan menara telekomunikasi di Indonesia harus mampu memenangkan persaingan dan menjadi yang terbaik dalam industri tersebut sehingga mampu memberikan kinerja yang terbaik dimata pelanggan. Kinerja operasi dan pemeliharaan ditentukan oleh kemampuan team dan kemampuan pelayanan kepada pelanggan sehingga dapat memberikan tingkat kepuasan bagi pelanggan.

Untuk memberikan analisa kinerja operasi dan pemeliharaan maka digunakan data yang terkait dengan pelanggan seperti keluhan pelanggan, respond time, waktu penyelesaian keluhan, kepuasan pelanggan, downtime dan biaya untuk melaksanakan operasi dan pemeliharaan serta team yang secara langsung menangani operasi dan pemeliharaan.

Data yang digunakan adalah data tahun 2007 dan semester I tahun 2008. Analisa kinerja menggunakan metode maintenance scorecard, yang diawali dengan menentukan KPI (Key Performance Indicator) berdasarkan 6 (enam) perspective didalam maintenance scorecard yaitu productivity, cost efficiency, safety, environment, quality dan learning. Berdasarkan KPI tersebut dilanjutkan dengan melakukan analisa kinerja. Hasil analisa penilaian kinerja berdasarkan berbagai perspektif tersebut secara umum sudah cukup baik seperti perspektif cost efficiency, safety, environment dan learning tetapi dalam perspektif productivity dan quality yang terkait dengan pelayanan pelanggan harus dilakukan tindakan perbaikan karena masih belum sesuai target yang ditetapkan.

.....Nowadays, the telecommunication industry is growing rapidly, which also has direct impact to the growth of Tower Leasing Business as a supporting industry in Indonesia. PT. XYZ as a key player and even a pioneer in the Tower Leasing Business, must be able to gain the competitive advantage in the market and be the leader in the industry, hence can provide a quality service to its customer as demanded. The performance of Operation and Maintenance, as one of critical factor for customer satisfaction, is heavily depend upon ability and capability of team, as well as ability to provide an excellent service to customer, to meet their expectation.

In order to conduct performance analysis of Operation & Maintenance, the following data which relate to customer are required, such as : complaints, MTTR (Mean Time to Respond), Mean Time to Repair, customer satisfaction index, Down time per occurrence and cost associated with equipment as well as direct cost of all man power who run the operation & maintenance program.

The data used for this analysis is taken from 2007 and 1st half of 2008. The performance analysis uses Maintenance Scorecard Method, which is started by defining KPI (Key Performance Indicator) based on 6 (six) factors in maintenance scorecard. They are: Productivity, Cost Efficiency, Safety, Environment, Quality and Learning. Once KPI is obtained, then evaluation of performance can start.

The output of performance analysis based on those 6 factors, mostly demonstrate 'above average' point, such as Cost Efficiency, Safety, Environment, and Learning. However, the team still need to do a major improvement program in the area of Productivity and Quality, as the analysis result shows 'below average' point.