Perancangan indikator penilaian kinerja unit pengelolaan fasilitas (facility management) perbankan dengan pendekatan total facilities management = Designing performance assessment indicators of banking facility management using total facilities management approach

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Abstrak

[ABSTRAK

Facility Management (pengelolaan fasilitas) adalah bidang yang mengintegrasikan proses pengoperasian, pemeliharaan, peningkatan, dan pengadaptasian suatu bangunan (fasilitas) dan infrastruktur dari sebuah organisasi untuk menciptakan lingkungan yang mendukung organisasi dalam mencapai tujuan organisasi tersebut (Barrett and Baldry (2003)). Pengelolaan fasilitas saat ini banyak dikelola oleh pihak ketiga (outsourcing) yang berdampak negatif terhadap pemborosan biaya yang tidak disadari (Shawn McCray (2008)). Terlebih lagi pengelolaan fasilitas di dunia perbankan sangatlah menarik. Banyak aturan-aturan yang harus terpenuhi dan lingkungan beserta orang yang dinamis karena perubahan yang cepat. Dan terkadang sulit untuk dikendalikan oleh perusahaan.

Untuk mengelola fasilitas dengan efektif dan efisien, diperlukan penerapan Strategic Management (Sebastian Raisch dan Julian Birkinshaw (2009)). Penerapan Strategic Management perlu dibuatkan alat (tools) pengukuran kinerja yang memiliki indikator yang jelas dan mudah diukur (Lívia Róka-Madarász (2011)). Brian Atkin dan Adrian Brooks (2009) menjabarkan 11 strategi pengembangan pengelolaan fasilitas yang dikenal sebagai Total Facilities Management (TFM). Namun Total Facilities Management yang dikembangkan oleh Brian Atkin dan Adrian Brooks masih belum mendefinisikan indikator-indikator penilaian secara spesifik, terukur dan memiliki target pencapaian.

Oleh sebab itu perancangan penilaian kinerja pengelolaan fasilitas perbankan menggunakan sebelas strategi TFM yang ditambah dengan pendefinisian, penjelasan cara mengukur, dan memiliki target serta bobot dari masing-masing indikator penilaian, diharapkan mempermudah perusahaan dalam pengelolaan fasilitas yang lebih efektif dan efisien. Langkah pertama yang dilakukan adalah perancangan 33 indikator dengan pakar pengelolaan fasilitas di Bank XYZ. Setelah itu dilakukan validasi indikator dengan sampling 100 karyawan pengelolaan fasilitas Bank XYZ. Hasilnya didapat 26 indikator yang dianggap penting oleh responden. Tahap selanjutnya adalah pendefinisian, penentuan target (2014 ? 2016) dan pembobotan setiap indikator. Dalam pendefinisian dan penentuan target ke-26 indikator terpilih, 7 indikator belum memiliki data baseline. Pada tahap terakhir, pembobotan indikator dilakukan dengan metode Analytical Hierarchy Process (AHP) yang dibantu dengan software Expert Choice. Hasilnya adalah 26 indikator memiliki bobot dari 1.17% sampai 10.36%.

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ABSTRACT

Facility Management is an area which integrates operation, maintenance, adaptation, and improvement process of facility and infrastructure for an organization, in order to create an environment that supports an organization to achieve its goals (Barrett and Baldry (2003)). Nowadays, facility management mostly runs by third party (outsourcing) and may lead to budget-consuming that exceeds certain level (Shawn McCray

(2008)). Moreover, facility management in banking industry is very interesting due to various regulations and dynamic environment which sometimes hard to controlled by an organization.

To manage facility effectively and efficiently, there is a need to apply strategic management (Sebastian Raisch and Julian Birkinshaw (2009)). To apply strategic management, a tool must be made in order to measure performance which has clear indicators (Lívia Róka-Madarász (2011)). Brian Atkin and Adrian Brooks (2009) stated eleven strategies in developing facility management, known by total facilites management (TFM), although they are not defining measurement indicators specifically and did not have a target.

Therefore, this research is designing performance measurement tools for banking facility management using total facilities management based on eleven TFM strategies, added with indicator measurement definition, how to measure the indicators, and also targets of each indicator in order to help organization in managing facilities effectively. The first step of this research is creating 33 indicators with facility management expert in XYZ Bank. The next step is validating indicators by sampling on 100 employees, and resulted in 26 indicators defined as important by respondents.

In addition, each indicator is defined and had a 3 years target (2014-2016) which has its own weighting. From 26 indicators, 6 of them did not have a baseline data. For final step, indicators weighting are being done by using Analytical Hierarchy Process (AHP) helped by software Expert Choice. The result is 26 indicators that have weight from 1.17% until 10.36%.;Facility Management is an area which integrates operation, maintenance, adaptation, and improvement process of facility and infrastructure for an organization, in order to create an environment that supports an organization to achieve its goals (Barrett and Baldry (2003)). Nowadays, facility management mostly runs by third party (outsourcing) and may lead to budget-consuming that exceeds certain level (Shawn McCray (2008)). Moreover, facility management in banking industry is very interesting due to various regulations and dynamic environment which sometimes hard to controlled by an organization.

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