

# Perancangan Maintenance Scorecard Sebagai Alat Pengukuran Kinerja Pemeliharaan pada Perusahaan Manufaktur Alas Kaki (Studi Kasus: PT. X) = Design of Maintenance Scorecard as a Maintenance Performance Measurement Tool for Footwear Manufacturing Company (Case Study: PT. X)

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## Abstrak

Manajemen pemeliharaan memegang peranan penting dalam mendukung keberlangsungan sistem produksi di suatu industri manufaktur alas kaki. PT. X, salah satu industri manufaktur alas kaki mengalami isu kualitas produk akibat manajemen pemeliharaan mesin masih kurang baik. Oleh karena itu, diperlukan adanya suatu sistem pengukuran kinerja yang baik dan terstruktur. Maintenance Scorecard (MSC) digunakan untuk mengukur kinerja sekaligus menerjemahkan tujuan perusahaan ke dalam berbagai ukuran atau indikator-indikator yang tersusun dalam enam perspektif: productivity perspective, cost effectiveness perspective, safety perspective, quality perspective, learning perspective, dan environmental perspective. Penelitian ini dilakukan untuk membuat rancangan maintenance scorecard untuk perusahaan manufaktur alas kaki yaitu PT. X Hasil perancangan ini adalah usulan KPI di tiap level perusahaan pada masing-masing perspektif MSC. Dihasilkan sebanyak 25 KPI yang relevan, meliputi 7 KPI Productivity, 4 KPI Cost Effectiveness, 4 KPI Safety, 3 KPI Environmental, 4 KPI Quality, dan 3 KPI Learning. Dari hasil pembobotan KPI yang dilakukan dengan menggunakan metode Analytical Network Process dapat diketahui indikator yang paling besar bobot atau kontribusinya terhadap pencapaian tujuan perusahaan, yaitu Maintenance Cost Ratio (35%), Energy and Water Consumption per unit production (11%), Defect Production Rate (8%) dan Number of Claimed Product (8%).

..... Maintenance management plays an important role in supporting the sustainability of the production system in the footwear manufacturing industry. PT X, one of the footwear manufacturing industries, is experiencing product quality issues due to poor machine maintenance management. Therefore, a good and structured performance measurement system is needed. Maintenance Scorecard (MSC) is used to measure performance while translating company goals into various measures or indicators arranged in six perspectives: productivity perspective, cost effectiveness perspective, safety perspective, quality perspective, learning perspective, and environmental perspective. This research was conducted to create a maintenance scorecard design for a footwear manufacturing company, PT. X The result of this design is a KPI proposal at each company level in each MSC perspective. As many as 25 relevant KPIs are produced, including 7 Productivity KPIs, 4 Cost Effectiveness KPIs, 4 Safety KPIs, 3 Environmental KPIs, 4 Quality KPIs, and 3 Learning KPIs. From the results of KPI weighting carried out using the Analytical Network Process method, it can be seen that the indicators with the greatest weight or contribution to the achievement of company goals are Maintenance Cost Ratio (35%), Energy and Water Consumption per unit of production (11%), Defect Production Rate (8%) and Number of Claimed Product (8%).