

CHAPTER V

CONCLUSION AND RECOMMENDATION

A. CONCLUSION

Analysis of planning and control process as well people and team process using ABCD Checklist classifies PT. XYZ Indonesia as an ERP system B user. The assessment within planning and control process reveals indications that PT. XYZ Indonesia used ERP system quite properly and the benefits were immediately recognized. As ERP systems put all the information into the same database, accurate and real-time information are widely available resulted in responsiveness and improved supply chain performance of PT. XYZ Indonesia. For accounting, availability integrated information about account receivables and payables

Research reveals that despite of the system's capability to provide required information, the presence of additional supporting tool such as phone calls, spread sheets usage is a common view within the system environment. This situation reflects people behavior toward ERP system, that is, instead of work within the system framework, users still do not use it appropriately results in a less effective implementation than it should be.

Lack of communication and proper training in all departments had resulted in unawareness of actual objectives of their department and ERP system utilization. This condition reveals existing hurdles for implementing a successful ERP system application within PT. XYZ Indonesia which eventually leads to inability of exploiting potential benefits.

B. RECOMMENDATION

Although ERP system implementation has rewarded PT. XYZ Indonesia with numerous advantages, it is recognized that lack of education and training had made the system application less effective than it promises. Therefore, commitment and

continuous support from top management through regular and on-going education/training programs are indispensable in order to make employees more proficient in their work. Furthermore, education and training on ERP system utilization is important considering that people tend to forget and this situation will eventually lead to incapability to properly implement the system.

Research revealed other findings in the ERP system application at PT. XYZ Indonesia, that is, lack of communication, information-sharing and control and monitoring process. It is thereby critical for PT. XYZ Indonesia to develop a regular communication in order to build a more opened-relationship within its internal function, particularly between management and employees. By this means, system will be more likely supported by all employees, thus eventually leverage its effectiveness.

This research used very limited items to evaluate how ERP system is implemented as well as to assess the people and organizational culture underlying the system environment. As the research's objective is focus on intangible effects of ERP system implementation only, further research can be developed with more detailed items in order to get a better overview on tangible benefits and hurdles within ERP system implementation.