

BAB 6

KESIMPULAN DAN SARAN

6.1. Kesimpulan

Dari seluruh rangkaian penelitian yang telah dilakukan, diperoleh dua kesimpulan, yaitu:

1. Kriteria untuk *Nominated Supplier*

Hasil penelitian ini telah sesuai tujuan awal, yaitu mengetahui kriteria pengukuran kinerja untuk *Nominated Supplier* sesuai dengan proses bisnis industri garmen. Hasil penelitian telah disepakati oleh para ahli, dan dibuktikan dengan hasil uji *Kendall's W* yang meningkat dari 0,277 pada putaran kedua menjadi 0,5 pada putaran ketiga. Tiga hasil kriteria untuk *Nominated Supplier* adalah Konstruksi yang Sesuai (Qlt3), Fleksibilitas dalam Pembayaran (Prc3), dan Perubahan Waktu Pengiriman (Flx2).

2. Perlunya identifikasi lebih lanjut untuk kriteria pemasok pada umumnya dan *regular supplier*

Hasil uji *Kendall's W* pada putaran akhir, atau putaran ketiga, kriteria pemasok pada umumnya dan *regular supplier* masih pada klasifikasi tingkat persetujuan yang lemah. Oleh karena itu, perlu dilakukan proses identifikasi yang lebih lanjut pada penelitian selanjutnya.

6.2 Saran

Pada penelitian ini, masih banyak ditemukan kekurangan yang seharusnya dapat dianalisis pada penelitian selanjutnya. Oleh karena itu, saran bagi penelitian selanjutnya adalah:

1. Penelitian *Explanatory research* untuk penentuan bobot kriteria *nominated supplier* dan memastikan kriteria untuk pemasok pada umumnya dan *regular supplier*
2. Perlunya penambahan jumlah sampel ahli yang lebih banyak, sehingga hasil jawaban yang diperoleh makin beragam. Melalui banyaknya pengalaman para ahli, diharapkan hasil penelitian lebih menggambarkan kondisi nyata untuk melakukan penilaian kinerja *nominated supplier* pada industri garmen. Selain itu, perlu dipertimbangkan untuk melibatkan responden yang berasal dari rantai yang berbeda, bisa dari pihak *supplier* atau pihak *buyer*, untuk mengetahui apakah akan ada kriteria baru yang dapat membedakan kriteria *nominated supplier* dan *regular supplier* secara lebih tegas.
3. Perlunya strategi penerapan metode Delphi yang lebih matang dan terjadwal, sehingga pada saat memaparkan tujuan penelitian kepada para ahli dapat lebih jelas dan pengambilan data dapat disesuaikan dengan jadwal waktu yang direncanakan. Perencanaan perlu dilakukan saat desain penelitian, sehingga setiap tahapan dapat diperkirakan kebutuhan waktunya. Ketika menghubungi para responden untuk berpartisipasi, rencana yang sudah dibuat dapat disampaikan sehingga responden dapat

memperkirakan rencana ke depan dan lebih mudah dalam mengingatkan mereka.

DAFTAR PUSTAKA

- Aberdeen. (2002). *Aberdeen*. Retrieved 2016, from Aberdeen: www.aberdeen.com
- Antara. (2016, Agustus 29). *Tempo*. Retrieved Desember 27, 2016, from <https://bisnis.tempo.co/read/news/2016/08/29/090799917/indonesia-digadang-jadi-eksportir-tekstil-lima-besar-dunia>
- Ayag, Z., & Samanlioglu, F. (2014). An Intelligent Approach to Supplier Evaluation in Automotive Sector. *Springer Science+Business Media*.
- Beacukai. (n.d.). *beacukai.go.id*. Retrieved March 31, 2017, from beacukai: <http://www.beacukai.go.id/wwwbcgoid/index.html?page=fasilitas/tempat-penimbunan-berikat/pedoman-izin-penetapan-tempat-sebagai-kawasan-berikat-dan-pemberian-izin-penyelenggara-kawasan-berikat-sekaligus-pengusaha-kawasan-berikat.html>
- Blanche, M. T., Durrheim, K., & Painter, D. (2006). *Research in Practice: Applied Methods for the Social Sciences*. Cape Town: Lebone Publishing.
- Bossert, J. L. (2004). *The Supplier Management Handbook - 6th Edition*. Milwaukee: ASQ Quality Press.
- Chen, P.-S., & Wu, M.-T. (2013). A Modified Failure Mode and Effect Analysis Method for Supplier Selection Problems in The Supply Chain Risk Environment: A Case Study. *Computers&Industrial Engineering*.
- Chi, M. T., Glasser, R., & Rees, E. (1982). Expertise in Problem Solving. *Advances in the psychology of human intelligence*, 7-75.

- Cliville, V., Berrah, L., & Mauris, G. (2007). Quantitative Expression and Aggregation of Performance Measurement Based on The MACBETH Multi-criteria Method. *International Journal of Production Economics*, 171-189.
- Cousins, P. D., Lawson, B., & Brian, S. (2008). Performance Measurement in Strategic Buyer-Supplier Relationships: The Mediating Role of Socialization Mechanism. *International Journal of Operations & Production Management*, 238-258.
- Crosby, P. B. (1979). *Quality is Free*. New York: New American Library.
- Dajani, J. S., Sincoff, M. Z., & Talley, W. K. (1979). Stability and Agreement Criteria for the Termination of Delphi Studies. *13*.
- David Ahlstrom, G. D. (2010). *International Management: Strategy and Culture in the Emerging World*. USA: South-Western Cengage Learning.
- David, G. (1988). *Managing Quality*. New York: The Free Press.
- DelMonte, D., Goodman, B., & Kane, E. (2007, July 18). *Supply & Demand Chain Executive*. Retrieved February 18, 2017, from Supply & Demand Chain Executive: <http://www.sdexec.com/article/10289735/right-product-right-place-right-time>
- Ericsson, A. K., Charness, N., Feltovich, P., & Hoffman, R. R. (2006). *Cambridge Handbook on Expertise and Expert Performance*. UK: Cambridge University Press.
- Garvin, D. (1988). *Managing Quality*. New York: The Free Press.

- Gencer, C., & Gurpinar, D. (2007). Analytic Network Process in Supplier Selection: A Case Study in An Electronic Firm. *Applied Mathematical Modelling*, 2475-2486.
- Girard, A., Fallery, B., & Rodhain, F. (2014). Integration of Social Media in Recruitment: A Delphi Study. *Social Media in Human Resource Management*, 97-120.
- Gordon, S. R. (2008). *Supplier Evaluation and Performance Excellence: A Guide to Meaningful Metrics and Successful Results*. USA: J. Ross.
- Griffiths, A. (2006). *Dongkrak Bisnis*. Jakarta: Tangga Pustaka.
- Grime, M. M., & Wright, G. (2014). Delphi Method. *Wiley StatsRef: Statistic Reference Online*.
- Habibi, A., Sarafrazi, A., & Izadyar, S. (2014). Delphi Technique Theoretical Framework in Qualitative Research. *The International Journal of Engineering and Sciences*, 8-13.
- Hadaya, P., Cassivi, L., & Chalabi, C. (2012). IT project management resources and capabilities: a Delphi study. *International Journal of Managing Projects in Business*, 216-229.
- Hsu, C.-C., & Sandford, B. A. (2007). The Delphi Technique: Making Sense of Consensus. *Practical Assessment, Research & Evaluation*.
- Irawan, H. (2002). *10 Prinsip Kepuasan Pelanggan*. Jakarta: Elex Media Komputindo.
- Jackson, T., & Shaw, D. (2001). *Mastering Fashion Buying and Merchandising Management*. Hampshire: Palgrave Macmillan.

- Johnson, P. F., Leenders, M. R., & Flynn, A. E. (2011). *Purchasing and Supply Management*. New York: McGraw-Hill.
- Johnson, P. F., Leenders, M. R., & Flynn, A. E. (2011). *Purchasing and Supply Management-4th Edition*. New York: McGraw-Hill.
- Jusko, J. (2011, May 12). Retrieved October 18, 2016, from IndustryWeek: <http://www.industryweek.com/global-economy/how-build-better-supplier-partnership>
- Kaplan, R. S., & Norton, D. P. (1992). *Using the Balanced Scorecard as a Strategic Management System*. Harvard Business Review.
- Keramatpanah, M., Shirazi, M., Rajabzadeh, A., Keramatpanah, A., & Ahmadipour, E. (2013). Supplier Selection and Evaluation Using Delphi Technique and Analytic Network Process. *International Research Journal of Applied and Basic Sciences*, 176-182.
- Kroese, R. (2009-2010). Transport Delays in the Supply Chain of Companies with MTO Systems. Tilburg University.
- Kuruppu, R. U. (2006). *Facets of the Clothing Industry of Sri Lanka*. Virginia: Modern Book Company.
- Lam, J. K., & Postle, R. (2006). Textile and Apparel Supply Chain Management in Hong Kong. *International Journal of Clothing Science and Technology*, 265-277.
- Legendre, P. (2010). *Coefficient of Concordance*. Los Angeles: SAGE.
- Levary, R. R. (2008). Using The Analytic Hierarchy Process to Rank Foreign Suppliers Based on Supply Risks. *Elsevier*, 535-542.

- Liao, C.-N. (2010). Supplier Selection Project Using An Integrated Delphi, AHP and Taguchi Loss Function. *ProbStat Forum*, 118-134.
- Liu, J., Ding, F.-Y., & Lall, V. (2000). Using Data Envelopment Analysis to Compare Suppliers for Supplier Selection and Performance Improvement. *Supply Chain Management: An International Journal* , 143-150.
- Liu, Y. N. (2011). A Case Study of Evaluating Supplier' Selection Criteria in a Steel Bars Manufacturer. *Industrial Engineering and Engineering Management*.
- Lockstrom, M. (2007). *Low-Cost Country Sourcing: Trends and Implications*. Germany: Deutscher Universitats-Verlag.
- Loo, R. (2002). The Delphi Method: A Powerful Tool for Strategic Management. *An International Journal of Police Strategies & Management*, 762-769.
- Mann, P. S. (2007). *Introductory Statistics: Sixth Edition*. Hoboken, N.J.: John Wiley & Sons.
- Mashiur. (2016, August 30). *AutoGarment*. Retrieved February 23, 2017, from AutoGarment: <http://autogarment.com/nominated-supplier-approval-process-trims/>
- McNabb, D. E. (2010). *Research Methods for Political Science*. New York: M. E. Sharpe.
- Mehrjoo, M., & Pasek, Z. J. (2015). Risk Assessment for the Supply Chain of Fast Fashion Apparel Industry: A System Dynamic Framework. *International Journal of Production Research*.
- Mehta, P. P., & Bhardwaj, S. K. (1998). *Managing Quality in the Apparel Industry*. New Delhi: New Age International.

- Meyrick, J. d. (2003). *The Delphi Method and Health Research*. 103.
- Muliono, H. (2001). *Merajut Batam Masa Depan: Menyongsong Status Free-Trade Zone Batam*. Jakarta: Pustaka LP3S.
- Nguyen, H. (2013). *Supplier Performance Evaluation Documentation and Process in The Textile and Garment Manufacturing Industry*. Haaga-Helia.
- Nokes, T. J., Schunn, C. D., & Chi, M. T. (2010). Problem Solving and Human Expertise. *International Encyclopedia of Education, Vol. 5*, 265-272.
- Oxford. (2013). *Oxford Reference*. Retrieved February 15, 2017, from Oxford Reference:
<http://www.oxfordreference.com/view/10.1093/acref/9780199534463.001.0001/acref-9780199534463-e-4604>
- Pambudi, T. S. (2010). *Riding The Wave: Strategi Andal Menaklukkan Industri Software*. Jakarta: PT Gramedia.
- Silva, L. A. (2015). Qualitative delphi approach of advanced algae biofuels. *Management of Environmental Quality: An International Journal*.
- Sitlington, H. B., & Coetzer, A. J. (2015). Using the Delphi Technique to Support Curriculum Development. *Education + Training Vol. 57, No. 3*, 306-321.
- Sivapornpunlerd, N., & Setamanit, S.-o. (2014). Supplier Performance Evaluation: A Case Study of Thai Offshore Oil & Gas Exploration and Production Company. *ASBBS Annual Conference*, (pp. 647-660). Las Vegas.
- Skulmoski, G. J., Hartman, F. T., & Jennifer, K. (2007). The Delphi Method for Graduate Research. *Journal of Information Technology Education*.

- Stojanov, T., & Ding, X. (2015). Supplier Selection for Mixed-Model Production: A Case Study from the Apparel Industry. *Fashion Design and Engineering Department, Dong Hua University*, 8-12.
- Subroto, M., Basnan, N., Aziz, A. A., & Ahmad, A. (2014). Enhancing Malaysian Federal Government Accountability Through Annual Report: A Stakeholder Perspective. *Internatioanl Journal of Business, Economics and Law*, 41-50.
- Tashakori, L. (2012). Supplier Selection in Texture Industry by Using Fuzzy MIDM. *Research Journal of Applied Science, Engineering and Technology*, 400-411.
- Teng, S. G., & Jaramillo, H. (2005). A Model for Evaluation and Selection of Suppliers in Global Textile and Apparel Supply Chains. *Internation Journal of Physical Distribution & Logistics Management*, 503-523.
- TextileToday*. (2013, September 11). Retrieved February 24, 2017, from TextileToday: <http://www.textiletoday.com.bd/fashion-merchandising-sourcing/>
- The Raoul Wallenberg Institute Human Rights Library. (2004). *Business and Human Rights: A Compilation of Documents*. Netherlands: Brill Academic Publishers.
- Thompson, A. A., J., S. A., & Gamble, J. E. (2009). *Crafting & Executing Strategy: The Quest for Competitive Advantage Concepts and Cases*. McGraw-Hill.

- Transporteca. (2017, February 7). *Transporteca*. Retrieved February 7, 2017, from Transporteca: <https://www.transporteca.com/transportedia/sea-freight-air-freight/>
- Tu, J.-C., & Hu, C.-L. (2015). Applying the Fuzzy Analytic Hierarchy Process to Construct the Product Innovative Service System of Wedding Photography Apparel. *Mathematical Problems in Engineering*.
- Wikipedia. (2016, November 17). Sourcing.
- Xia, B., & Chan, A. P. (2012). Measuring Complexity for Building Projects: a Delphi Study. *Engineering, Construction and Architectural Management*, 7-24.
- Yeni, Suparno, & Siswanto, N. (2005). Penerapan Data Envelopment Analysis dalam Pemilihan Supplier dan Perbaikan Performansi Supplier. *Seminar Nasional Manajemen Teknologi II*.
- Yoserizal, Y., & Singgih, M. L. (2012). Integrasi Metode DEMATEL (Decision Making Trial and Evaluation Laboratory) dan ANP (Analytic Network Process) dalam Evaluasi Kinerja Supplier di PT XYZ. *Seminar Nasional Manajemen Teknologi XV*. Surabaya: MMT-ITS.
- Yousuf, M. I. (2007). Using Expert's Opinions Through Delphi Technique. *Practical Assessment, Research & Evaluation, Vol 12, No 4*.