

Chapter 5

Conclusion and Suggestion

5.1 Conclusion

Generally, a good companies needs an optimal business processes in order to continue to grow and compete in today's business world. Therefore, the measurement tools of management and measurement that cover all aspect (financial, customer, internal business process and learning & growth). Therefore, Balanced Scorecard is a good measurement management tool because balanced scorecard cover all aspect that affect the company performance and linked with the company vision and mission. From the results of research and discussion that has been done can be summed up as follows:

1. Balance Scorecard performance measurement combines four business perspectives; namely financial, customer, internal business processes, and learning and growth resulting in more thorough measurements and detailed. Measure Company X performance using the Balanced Scorecard performance measurement generate the satisfactory of the performance measurement.
2. A strategic plan has been created in each accounting department need to be run optimally so that the performance

of the company in accordance with the vision and mission of the accounting department.

3. Lack of experience. Accounting department is not familiar with balanced scorecard but accounting department must to applied balanced scorecard since 2016, so there is many problem while make the strategy map, strategic objective and key performance indicator (with the measurement) that linked with the vision and mission.
4. The Key Performance Indicator in all perspective can be classified as a good result considering there is no experience and knowledge about balanced scorecard before. Monitoring, controlling and review monthly to improve the performance for each perspective so that accounting department will be able achieve the target for each key performance indicator.
5. A good strategy map will assist the manager and the employee to learn about the balanced scorecard with the cause and effect relation faster. Strategy map define an objective of the balanced scorecard and also the important aspect in each perspective so manager must develop a good strategy map that easy to understand, simple and linked with the vision and mission.

5.2 Implication

1. Accounting department financial perspective looks pretty good. This is due to the steps taken by the company successfully executed so as to produce the maximum output. If the company wants to increase the target of achieving financial terms, the manager of accounting department can do review and control monthly. Improvements were also should do is to support the initiative of the three other perspectives because the financial perspective into the estuary of the achievement of further performance perspective.
2. Accounting department customer perspective looks pretty good. It was noted that the performance of the accounting department is getting better in providing reports quickly in accordance with the vision and mission. This shows that customer satisfaction management vision conveyed properly to the customer, so of course this will impact on the financial perspective. If accounting department keep doing a good performance in the end of the year they might achieve the objective of the balanced scorecard in accounting department as the Human Resource Manager said “Customer Satisfaction”
3. Internal business process perspective and to develop the accounting department continuously, because then the error rate in a journal and financial statements will decrease and

will improve the quality of data and information to be provided to the department management. This will indirectly increase the performance of the customer's perspective and a financial perspective.

4. Learning and growth perspective in accounting departments still need to develop continuously. First, because some of the indicators in the balanced scorecard does not have cracked the correct information so that the indicator cannot be measured, as you can see in the table 4.6.2. In table 4.6.2 there is no indicator such as employee satisfaction indicators such as salary bonuses, allowances or other benefits that may motivate employees to work better. To maximize the performance of employees, companies need to optimize the creation of employee satisfaction by improving the system of wages and benefits to make employees more motivated to work and continue to generate productivity for companies that would affect other perspectives.

Accounting Department also can improve their infrastructure or system as we can see in the strategy map 4.1 one of the strategic objectives in learning & growth perspective is about improve infrastructure and technology. For example; now accounting department has already implemented SAP for their system. Systems Applications Products audit is an audit of a computer system from SAP to check its security and data integrity. SAP is the acronym for Systems,

Applications, and Products. It is a system that provides users with a soft real-time business application. It contains a user interface and is considered extremely flexible. In an SAP audit the two main areas of concern are security and data integrity. In the future accounting department might develop another technology or infrastructure that will assist the job.

5.4 Suggestion

From the analysis of some of the problems that exist in the company, suggestions and improvements that can be provided from this study are as follows:

1. Companies should start using the report of receipt of goods to the head of the warehouse and create inventory reports, since that report to facilitate head warehouse in matching any goods that have been ordered, as well as inventory reports may facilitate the performance of deputy director and the accounting department to match its inventory data. In addition, is expected to improve the reliability of statements made to be accurate and actual. The documents are archived by date or month to facilitate companies in finding documents if necessary. Since the data is really important for Accounting Department it might be good if in the future there is an online system for the information, data and any activities.

2. To improve the effectiveness of internal controls, the company should conduct their authorization in the form of initials along with the names of those involved in making journals and reports, which are expected to reduce the occurrence of errors and provides information on the charge of reports and journals are excluded from the accounting department so that reports generated be accurate and actual, which in turn can enhance the effectiveness of internal control.
3. With the good internal control for employees, data, information and reports generated by the accounting department will make management department satisfied with the performance of the accounting department.

Thus, the suggestions are expected to be done so that accountancy information is precise, accurate and fast in accordance with the purpose of accounting department

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Appendix

Appendix 1

Interview Question for Accountant Senior Manager

| Question | Answer |
|--|--------|
| 1. What is Vision and Mission from Accounting Department? | |
| 2. What is Balanced Scorecard? Which one better Balanced Scorecard or Traditional Management Measurement? | |
| 3. Why Accounting Department started to use Balanced Scorecard Management for their improvement and measurement? | |
| 4. What is the objective that you want to achieve by implementing Balanced Scorecard Management? | |
| 5. What strategy or plan would you do to implemented the balanced scorecard and achieve the objectives | |
| 6. What is the problem or obstacle while implementing Balanced | |

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| Scorecard? | |
| 7. How Balanced Scorecard give contribution to Accounting Department from the Financial Perspective? | |
| 8. How Balanced Scorecard give contribution to Accounting Department from the Customer Perspective? | |
| 9. How Balanced Scorecard give contribution to Accounting Department from the Internal Process Perspective? | |
| 10. How Balanced Scorecard give contribution to Accounting Department from the Learning and Growth Perspective? | |
| 11. Is there any problem or obstacle while making this Balanced Scorecard and doing it? | |
| 12. From Accountant Manager what is the target for 2016 by implementing Balanced Scorecard? | |

Interview Question for Human Resource Manager

| Question | Answer |
|--|--------|
| 1. What is Balanced Scorecard? Which one better Balanced Scorecard or Traditional Management Measurement? | |
| 2. What is the objective that you want to achieve by implementing Balanced Scorecard? | |
| 3. Why Company X started to use Balanced Scorecard Management and why it has to be applied in Accounting Department? | |
| 4. What is the benefit you expect from balanced scorecard? | |
| 5. What is the problem or obstacle while implementing Balanced Scorecard? | |
| 6. What strategy or plan would you do to implemented the balanced scorecard and achieve the objectives of using Balanced Scorecard Management? | |
| 7. How Balanced Scorecard give | |

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|---|--|
| contribution to Accounting Department from the Financial Perspective? | |
| 8. How Balanced Scorecard give contribution to Accounting Department from the Customer Perspective? | |
| 9. How Balanced Scorecard give contribution to Accounting Department from the Internal Process Perspective? | |
| 10. How Balanced Scorecard give contribution to Accounting Department from the Learning and Growth Perspective? | |

Interview Question for Fixed Asset Controller

| | |
|--|--|
| 1. What is Vision and Mission from Accounting Department? | |
| 2. Do you know Balanced Scorecard? If yes, can you explain what Balanced Scorecard is from your opinion and which one better Balanced Scorecard or Traditional | |

| Measurement Method? | |
|---|--|
| 3. What benefit do you expect from this Balanced Scorecard for yourself (work, incentives, progress, reward, etc.) and for Accounting Department? | |
| 4. What is the benefit you expect from balanced scorecard? | |
| 5. What is the problem or obstacle while implementing Balanced Scorecard? | |

PERNYATAAN KEASLIAN PELAKSANAAN INTERVIEW
DAN HASIL INTERVIEW

Demi perkembangan ilmu pengetahuan dan juga untuk bukti keaslian hasil interview yang akan digunakan untuk tugas akhir dari Basilius Rumualdus (3303012009):

Saya yang bertanda tangan dibawah ini:

Nama : Bambang Gunawan

Jabatan : Accountant Manager

Menyatakan bahwa interview ini dilakukan dengan sebenar-benarnya yang saya lakukan dengan Accountant Manager di perusahaan tempat saya magang dan hasil interview yang nanti akan dilampirkan adalah merupakan hasil interview yang berasal dari Bpk. Bambang Gunawan.

Demikian Pernyataan keaslian dan persetujuan interview ini saya buat dengan sebenar-benarnya..

Surabaya, 27 April 2016

Yang menyatakan

Narasumber

Basilius Rumualdus

Bambang Gunawan
Accountant Manager

PERNYATAAN KEASLIAN PELAKSANAAN INTERVIEW
DAN HASIL INTERVIEW

Demi perkembangan ilmu pengetahuan dan juga untuk bukti keaslian hasil interview yang akan digunakan untuk tugas akhir dari Basilius Rumualdus (3303012009):

Saya yang bertanda tangan dibawah ini:

Nama : Rohby Sanjaya

Jabatan : Fixed Asset Controller

Menyatakan bahwa interview ini dilakukan dengan sebenar-benarnya yang saya lakukan dengan Accountant Manager di perusahaan tempat saya magang dan hasil interview yang nanti akan dilampirkan adalah merupakan hasil interview yang berasal dari Bpk. Rohby Sanjaya.

Demikian Pernyataan keaslian dan persetujuan interview ini saya buat dengan sebenar-benarnya..

Surabaya, 27 April 2016

Yang menyatakan

Narasumber

Basilius Rumualdus

Rohby Sanjaya

Accountant Manage

PERNYATAAN KEASLIAN PELAKSANAAN INTERVIEW
DAN HASIL INTERVIEW

Demi perkembangan ilmu pengetahuan dan juga untuk bukti keaslian hasil interview yang akan digunakan untuk tugas akhir dari Basilius Rumualdus (3303012009):

Saya yang bertanda tangan dibawah ini:

Nama : Anton Teguh

Jabatan : Human Resource Manager

Menyatakan bahwa interview ini dilakukan dengan sebenar-benarnya yang saya lakukan dengan Accountant Manager di perusahaan tempat saya magang dan hasil interview yang nanti akan dilampirkan adalah merupakan hasil interview yang berasal dari Bpk. Anton Teguh.

Demikian Pernyataan keaslian dan persetujuan interview ini saya buat dengan sebenar-benarnya..

Surabaya, 27 April 2016

Yang menyatakan

Narasumber

Basilius Rumualdus

Anton Teguh
Human Resource Manager