



# BUDGET REALIZATION AS A MANAGEMENT CONTROL TOOL FOR COMPANY PERFORMANCE AT PT. PELABUHAN INDONESIA I (PERSERO) PEKANBARU BRANCH

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## Abstract

One way to define the company's goals is to create a plan, one that cost planning is essential in the operation of the company activity. Preparation, control, until the realization of the budget is an important factor in the control of management. Good management control will be reflected from a sound budget planning from start budgeting to realization in which the control of the use of the budget includes the cost of the company. The purpose of this study was to determine the function of a planning application to the realization of budget costs play an important role in the management control process in order to achieve the goals set previously by the company. The research was conducted by the author at PT. Indonesian Harbor I (Persero) Pekanbaru located at Saleh Abbas 3 Pekanbaru. The results of this study show that the variance resulting from budget planning to the realization greatly affects the level of management control of the company. In other words, the efficiency of which is determined by the value of variance budget planning process as well as cost control processes that will better demonstrate the value of the level of management control of the company.

**Keywords:** Budget Realization, Management Control, Budget Planning, Cost Control

## 1.0 INTRODUCTION

Currently, competition between companies is increasing. There are advances in technology and information (Chandra, Renaldo, & Putra, 2018) flow as well as other factors that encourage companies to progress and develop from time to time. The company's goal in general is to get maximum profit in accordance with its objectives both for the short term and the long term. The company in achieving its goals has its own way or method.

In achieving its goals, companies need a system to achieve them. Therefore every manager in the company always plans and uses a system to control activities in order to achieve predetermined goals. Companies in achieving their goals, both short term and long term goals usually create several responsibility centers in the organizational structure chart that form a hierarchy. The organizational structure (Lasrya, Chandra, & Panjaitan, 2021) of each company, starting from the highest level to the lowest level, has duties and responsibilities in achieving the goals set by the company.

In the Management Control Process that has been planned by the manager includes the preparation of programs, budgets, implementation and measurement as well as reporting and analysis. A cost budget is not only useful as a reference for operational implementation, it is also useful in assessing the performance of a cost responsibility center within a company. Cost responsibility center is a responsibility center whose inputs or costs are measured in units of money but the output is not measured in units of money. In assessing the performance of a responsibility center in a company, it can be measured by the achievements created by the manager as the responsibility center, whether the targets, standards and criteria that have been applied by the company before have been implemented or not.

A decision that must be taken by management in the context of compiling a measurable cost budget is different from the decision taken when compiling unmeasured costs. Management must decide whether the proposed operating budget will reflect the efficient and adequate execution of tasks for the coming period. Management in preparing budget plans should be careful not to include irrelevant data which would obscure the important information needed by management to make decisions.

To analyze the performance of a cost responsibility center, companies can use a cost budget as a tool to assess the performance of a cost responsibility center. This cost budget analysis is intended to assess whether the

manager of the cost responsibility center is performing or not, because the cost budget is very influential in a management control within the company. This study aims to (1) explore the theory of the conditions for creating a good budget as a management control tool and compare it with the practices that apply to PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch. (2) To find out the implementation of the Budget at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch.

## 2.0 LITERATURE REVIEW

### Definition of Budget

According to Catur Sasongko and Safrida Rumondang Parulian (2010, 2), a budget is an activity plan that will be carried out by management in one period which is stated quantitatively. Meanwhile, according to Mardiasmo (2002, 61), a budget is a statement regarding estimated performance to be achieved over a certain period of time expressed in financial terms.

According to Weygandt, Jerry H, Donald E. Kieso and Paul D. Kimmel (2002, 982), "A Budget is a formal written statement of management's plans for a specified future time period, expressed in financial terms" According to Abdul Halim, et al (2000, 172-173), the budget has two important roles in a company, namely:

1. The budget acts as a planning tool (Planning)
2. The budget acts as a short-term controlling tool for an organization.

As an action plan, the budget can be used as a tool to control the activities of an organization or organizational unit by comparing the actual results achieved with the plans that have been set. If the actual result differs significantly from the plan, certain actions must be taken to make the necessary revisions to the plan.

### Purpose of Budgeting

The budget is a tool in management that provides instructions regarding several estimates that are available at one time and for some time, the purpose of preparing a budget in every company is basically the same, namely planning the position of the budget for a certain period in the future. The purpose of preparing a budget according to M. Nafarin (2004, 12) is:

1. Used as a formal juridical basis in choosing the source and use of funds.
2. To control restrictions on the amount of funds sought and used.
3. To detail the type of source of funds sought and the type of use of funds, so as to facilitate supervision. To rationalize the sources of funds and the use of funds in order to achieve maximum results.
4. To perfect the plans that have been prepared, because with a budget it is clearer and more visible.
5. To accommodate and analyze and decide on any proposals related to finance.

According to Catur Sasongko and Safrida Rumondang Parulian (2010, 2-3), the main purpose of preparing a budget is to provide information to company management for use in the decision-making process. The following are other objectives related to budgeting:

1. Planning; The budget provides direction for the preparation of company goals and policies.
2. Coordination; Budgets can facilitate coordination between parts within the company.
3. Motivation; The budget allows management to set certain targets that must be achieved by the company.
4. Control; The existence of a budget in the company allows management to carry out the control function over the activities carried out within the company.

The Budgeting Process The budgeting process according to Abdul Halim, et al (2000, 177-179) are:

1. Publishing Guidelines. The first step in the budgeting process is to develop guidelines that instruct all managers without exception to prepare budgets. These guidelines are developed by budget staff and approved by top managers. To some extent these guidelines are discussed with subordinates before being approved.
2. Preliminary Budget Proposal. Based on the guidelines, the Manager of the responsibility center with the assistance of staff makes the requested budget. The budget is made based on existing conditions with changes where necessary.
3. Negotiation. The section that prepares the budget discusses the proposed budget with their superiors. This is the essence of the budget preparation process. Supervisor seeks to consider the validity of each adjustment.
4. Review and Approval. Final approval is recommended by the budget committee to the CEO, then submits the approved budget to the board of directors for approval.
5. Budget Revision. An important consideration in budget administration is the approved budget revision procedure. There are two kinds of revision procedures, namely:
  - a. Procedures that allow changing the budget systematically.
  - b. Procedure for special circumstances

### Budget Execution

According to M. Nafarin (2004, 154): after the master budget is prepared in the form of an operational budget and financial budget, then the budget is approved by the Board of Directors or Board of Commissioners. The approved budget must be obeyed by every official in the company, including:

1. Every activity related to the company's finances is examined in advance by the official concerned: Is there a budget, how much is it, for what month

2. Make savings without disturbing the smoothness and quality of the product. This savings is made if there is a very good quality raw material cost at a price below the standard price.
3. Each period make a report on the realization of the budget. The budget realization report contains the amount of the budget that has been previously determined and the amount of realization, so that deviations (variances) can be identified.

### **Budget**

According to Rudianto (2006, 130) in his book *Management Accounting*, the budget is a cost plan that will be issued by the company to obtain the planned income. Budget costs are usually prepared based on the type of costs incurred. The budget consists of: Raw material cost budget, direct labor cost budget, overhead cost budget, marketing cost budget, administrative and general expense budget.

### **Definition of Control**

Management control is a general term and is increasingly being used in a variety of purposes and meanings. Sometimes used for routine internal checks, for example in opening reordering. Usually this narrower interpretation turns out to be one activity rather than the broad management control structure. There are various definitions of management control. Following are some of these definitions:

According to Robert N. Anthony and Govindarajan (2005, 7) in the book *Management Control System*, namely: "Management control is a process by which managers influence other members of the organization to implement organizational strategy." According to Carter Usry (2002, 3) in his book *Cost Accounting*, as follows:

Control is management systematic effort to achieve objectives, activities are continuously monitored to see that results stay within desired limits. Actual results of each activity are compared with plans, and if significant are noted, remedial activities may be taken.

From the definitions above, it can be concluded that the management control system is a structure and procedures that are interrelated and arranged in a complete and comprehensive scheme, to assist management in exercising control. In other words, a management control system that will support the implementation of controls within the company. It has been mentioned above that management control is a process to influence other people in the company to effectively and efficiently achieve the company's goals. Determining company goals and strategies to achieve them is carried out in a process called Strategic Planning. Strategic planning is a process for determining company goals, and strategies to achieve these goals. Because strategic planning cannot be separated from its environment, strategic planning can also be said to be a company's reaction to the environment. The corporate environment is: employees, shareholders, competitors, customers, suppliers, financial institutions, government and society. The company's goals are the direction the company will take. When the company is founded, new planning can be done after the goals and strategies for achieving them are determined.

On the other hand, after the company is running, the realization that it is effective and efficient but does not achieve the company's goals can lead to an evaluation of the company's programs, strategies or goals, and this can happen repeatedly. In addition to requiring management control, to achieve company goals other controls are needed, namely: task control. Task control is: the process of ensuring that a job is done in an effective and efficient manner. Efficiency shows the ratio between the output (output) and the input (input) that is favorable. While the effectiveness shows a comparison between families with goals.

### **Management Control Activities**

According to Abdul Halim, et al (2000, 11), in his book *Management Control Systems*, the implementation of management control processes requires three forms of activity, the three forms of activity are:

1. Define goals. Goals are the result of the communication process, superiors and subordinates agree on what has been expected. If the subordinates achieve the goals outlined, it can be said that the organizational strategy has been implemented effectively.
2. Measurement of achievement. Performance appraisal is needed both in the process of motivating and evaluating performance in a company.
3. Performance evaluation. The final activity is performance evaluation, where actual performance is compared to the original objective and the differences are analyzed and assessed. A boss has to compare what his subordinates do with what he expects.

Meanwhile, according to Robert N. Anthony and Govindarajan (2005, 7) in the book *Management Control System* suggests that Management Control consists of various activities which include:

- a. Plan what should be done by the organization
- b. Coordinate the activities of several parts of the organization
- c. Communicating information
- d. Evaluate the information
- e. Deciding what action should be taken if any
- f. Influencing people to change their behavior

### 3.0 METHODOLOGY

This research approach was carried out by means of library research and field research. In this study, the analytical method used by the author is a qualitative descriptive analysis method. Qualitative descriptive method is a method that explains the data obtained from sources related to the writing of this thesis. In analyzing the discussion of this study, a comparison was made of the planned budget and the realization of the budget for one period as well as the application of the budget function as a management control tool at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch. From the results of this comparison, the preparation of the budget to the implementation of the budget function as a management control tool at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch has been well implemented.

### 4.0 RESULTS AND DISCUSSION

#### **Budget Preparation Process at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch**

PT Pelabuhan Indonesia I (Persero) Pekanbaru Branch, in the process of preparing its budget includes the stages of the procedure in its implementation. The stages of the procedure include: a. Formation of a budget committee. In forming its budget committee, PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch involves the General Manager Office and the heads of its finance department to prepare the company budget and budget for the Pekanbaru Branch which is also located in Pekanbaru. b. Determination of the budget period. PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch compiles an annual budget, where the monthly realization is accumulated so that it can then be compared with the planning at the end of the year to find out the resulting variance. c. There are budget guidelines. In this case the regional office directors of PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch is responsible for providing budget guidelines or articles of association that determine the direction of the company's budget. Internal factors that are considered by the budget unit in preparing the budget (budget guidelines) include:

1. Company product introduction
2. Changes in the operational process of the budget unit
3. Changes to available facilities

While the external factors that are considered by the budget unit in preparing the budget (budget guidelines) include:

1. Industry (community) views in the near term
2. Changes in the labor market
3. Actions from competitors
4. Approval reviews.

#### **Cost Budget Preparation Method at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch**

PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch is in the process of preparing the budget as a whole using the bottom-up method, which is a method of preparing a budget where the division manager also participates in determining the size (Sari, Chandra, & Panjaitan, 2021) of the budget made. This method is often also referred to as a bottom-up approach. The budgeting method using the bottom-up method has the advantage that it will most likely create a commitment to achieving the company's budget goals, because junior managers participate, so they will feel they have a contribution in the budgeting process for the company. However, the method used by this company does not mean that in practice it is certain to achieve the company's targets, because in this method if no control is carried out, it can actually produce very easy amounts or in other words not in accordance with the original goals or targets from PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch.

#### **Cost Budgeting Factors at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch**

In the process of preparing the budget, PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch, starting from the Head office (Medan), Branch (Pekanbaru) which is one of the work areas of the Head Office always cooperates with General Managers and field managers to then be approved by the Board of Directors of PT. Pelabuhan Indonesia I (Persero). Company organization PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch has a very clear line of authority and functional objectives, so that the responsibilities of each company personnel are clearly understood. So that in the process of preparing the budget, management can refer to the functional tasks of each personal company which can then determine the costs to be planned for 1 year. PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch uses several systems to support its performance activities, namely: for port services using the IGMT system which is integrated with Inapornet and SAP.

Cost Budget at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch The planning costs to be incurred by the company to achieve the previously planned targets are as follows:

1. Office Administrative Budget

Administrative and General Expenses Budget, at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch, among others, contains: (1) budget for office stationery, (2) budget for water, electricity and gas, (3) budget for photocopying, (4) budget for printed materials. (5) Budget for maintenance and security, (6) Budget for office building maintenance, (7) Budget for office inventory, (8) Budget for gasoline, parking and toll fees, (9) Budget for general business travel expenses, (10) Budget public relations fee, (11) Budget for assistance costs for employee grief, (12) Budget for computer maintenance costs, (13) Budget for computer equipment, (14) Budget for membership dues, (15) Budget for continuous forms and (16) Budget for other costs for managers

2. Budget Marketing Expenses

### Implementation and Control of the Budget at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch

PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch budget is prepared for a period of 1 year running, where the budget has been approved by the Directors of PT. Pelabuhan Indonesia I (Persero). PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch in 2019 is broken down in Table 2.

From the data planning costs of PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch during 2019, it is illustrated that the cost of renting port facility equipment was made with smaller planning compared to the realization of other costs.

In the Implementation of the Budget of PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch which was prepared for a period of 1 year running, where the budget has been implemented and realized by PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch. Starting from the Agent Commission Fee Budget, insurance policy claim costs, client redemption fees, marketing costs, administrative and general costs and biller operational costs. Table 3 shows the realization of PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch in 2021.

**Table 2. Planned PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch in 2020**

Fee Type	2020 Realization
Employee Benefits Expense	IDR 19,283,132,814
Post-employment Benefits Expense	IDR 54,346,784
Staple Expenses	IDR 3,266,706,998
Maintenance Expenses	IDR 3,991,497,494
Fasfel Equipment Rental Expenses	IDR 45,063,683,956
Depreciation Load	IDR 17,083,014,734
Insurance Expense	IDR 1,504,421,746
Cooperation Expenses of Business Partners	IDR 8,783,319,604
Service Dress Expenses	IDR 69,000,000
Security & Safety Burden	IDR 76,300,000
Health Burden	IDR 172,893,595
Business Travel Expenses	IDR 149,113,011
Provision for Impairment of Receivable Value	IDR 481,412,241
Receivable Collection Expenses	IDR 67,400,000
Expense of Social Contribution	IDR 32,474,516
Environmental Partnership Program Expenses	IDR 10,147,900
Office Admin Expenses	IDR 102,186,669
Other Expenses	IDR 978,763,998
Operating expenses	IDR 382,436,535
Tax expense	IDR 280,178,874
<b>Total</b>	<b>IDR 101,923,762,569</b>

Source: Processed data, 2021

In the realization data above, it can be seen that the cost of renting port facilities, which dominates PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch due to the condition of the equipment owned does not support the smooth running of operational services, so that the realization is of high value compared to the realization of other costs.

**Table 3. Planned PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch in 2021**

Fee Type	2020 Budget
Employee Benefits Expense	IDR 20,308,752,543
Post-employment Benefits Expense	IDR 50,636,876
Staple Expenses	IDR 4,438,134,568
Maintenance Expenses	IDR 3,274,257,800
Fasfel Equipment Rental Expenses	IDR 17,868,346,964
Depreciation Load	IDR 17,083,014,734
Insurance Expense	IDR 1,504,421,746
Cooperation Expenses of Business Partners	IDR 8,069,002,552
Service Dress Expenses	IDR 50,000,000
Security & Safety Burden	IDR 185,000,000
Health Burden	IDR 173,751,873
Business Travel Expenses	IDR 600,000,000
Provision for Impairment of Receivable Value	IDR 249,999,996
Receivable Collection Expenses	IDR 100,000,000
Expense of Social Contribution	IDR 196,000,000
Environmental Partnership Program Expenses	IDR 110,000,000
Office Admin Expenses	IDR 166,300,004
Other Expenses	IDR 833,037,500
Operating expenses	IDR 829,790,633
Tax expense	IDR 578,656,816
<b>Total</b>	<b>IDR 75,255,099,232</b>

Source: Processed data, 2021

Management control over PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch has done well. Every operational activity of the company is always properly monitored so that later it can be ensured that the operational activities of the company have been completed as previously planned and as nominally stated in the budget so that corrective actions can then be taken if there is a deviation, both large and small. . Control activities in PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch includes goal setting, which is a process of communication from superiors to subordinates related to planning a budget that has been issued by the directors, expectations from this activity are that subordinates are expected to always achieve goals in accordance with planning company goals, if this achieved then, the organizational strategy is effectively implemented.

The second control activity carried out by PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch, namely the process of measuring management achievements, where management performance improvements (Renaldo, Sudarno, & Hutahuruk, 2020a) are always carried out by the company in order to achieve targets set by the Head Office directors. In this case it is determined that in achieving company targets that are inefficient or can be said to be less than 50%, the consequences received are the determination of income deductions for the Regional Office and the value (Halim, Chandra, & Sudarno, 2019) of which is in accordance with the policies and provisions set by the Directors of the Head Office. And vice versa, for achieving company targets that are considered efficient, there will be rewards given by the Directors to the Regional Office and in order to provide motivation and enthusiasm for the performance of the Regional Office and PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch.

#### **Planning Analysis and Budget Realization as a Management Control Tool at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch**

Overall the budget for PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch can be used as a benchmark for management in terms of control (Renaldo, Sudarno, & Hutahuruk, 2020b), to be able to test this is done by analyzing the budget for PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch. This cost budget analysis includes an analysis of budget planning and its realization for then the resulting variance is analyzed in depth. The variance is a percentage that describes the level of achievement of the company's targets. Analysis of variance is important for assessing all aspects within the scope of management control. Variances should be investigated whether the benefits outweigh the costs of analysis and correct the source of the variance. The variance analysis report is in the form of a percentage, so that is what makes the two interconnected and closely related to each other. In terms of its objective, analysis of variance identifies problems, highlights opportunities, encourages decision making and assists coordination between units of responsibility. The size of the variance generated greatly affects the level of company management control, for example in a small variance, the manager must investigate whether the variance always appears, because this can reflect problems, for example poor vision and too much waste. The



cumulative impact of the variance on a futures basis reflects the level of control of PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch.

#### Cost Budget Analysis as a Management Control Tool at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch

From the data above, the following calculation can be obtained to determine the achievement of the PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch.

$$\text{Rp } 101.923.762.569 / \text{Rp } 75.255.099.232 \times 100 = 135,44 \%$$

As for the variance generated, it is the difference between the budget planning and the realization of the company's budget, namely: IDR 101,923,762,569.00 – IDR. 75,255,099,232 = IDR 26,668,663,337 Overall, PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch has a variance value that can be said to be inefficient throughout 2020.

**Table 4 Comparison of Budget and Realization of PT Pelabuhan Indonesia I (Persero) Pekanbaru Branch**

Anggaran	Realisasi	Varians	Presentase
Rp 75.255.099.232	Rp 101.923.762.569	Rp 26.668.663.337	135,44 %

Source: Processed data, 2021

## 5.0 CONCLUSION

Based on the results of the research and description of the analysis that has been disclosed, the authors can draw the following conclusions:

1. In PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch, especially in preparing its budget from year to year is not efficient
2. Implementation of the preparation and realization of PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch is considered not good, because in the preparation process it uses the bottom-up method which involves subordinates or also known as junior managers in the process of preparing the budget, and in its realization it is not efficient towards achieving targets.
3. Implementation of the budget function as a management control tool at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch is considered not good in terms of its implementation, because it has a large influence on company management control in terms of budgeting control or budget control.
4. The variance generated from the budget at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch is not efficient, because it has exceeded its budget target.
5. Management control at PT. Pelabuhan Indonesia I (Persero) Pekanbaru Branch can be said to be not good, because all elements of management control and company management control activities are not optimal, so that the goals previously set are not achieved.

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