International Journal of Trend in Scientific Research and Development (IJTSRD)
Volume 7 Issue 6, November-December 2023 Available Online: www.ijtsrd.com e-ISSN: 2456 – 6470

Application of Responsibility Accounting as a Tool for Cost Center Performance Assessment at Pt. Adi Jaya Lima Pradana

Nur Fatwa Basar, Sastiana Deting, Andi Lutfi

Tri Dharma Nusantara College of Economics, Makassar, Indonesia

ABSTRACT

This research aims to find out the application of responsibility accounting as a tool for assessing cost center performance at PT. Adi Jaya Lima Pradana. The type of data in this research is quantitative data. The data source used in this research is secondary data. The data analysis method used in this research is a quantitative analysis method with an intrinsic case study approach. The results of this research show that the application of responsibility accounting as a tool for assessing cost center performance at PT. Adi Jaya Lima Pradana has not fully implemented responsibility accounting. This can be seen from the indicators that responsibility accounting has not been fully implemented, namely the separation of controlled and uncontrolled costs.

KEYWORDS: *Responsibility Accounting, Performance, Costs.*

How to cite this paper: Nur Fatwa Basar | Sastiana Deting | Andi Lutfi "Application of Responsibility Accounting as a Tool for Cost Center Performance Assessment at Pt. Adi Jaya Lima Pradana" Published in International Journal of Trend in Scientific Research and Development (ijtsrd), ISSN: 2456-6470, Volume-7 | Issue-6, December 2023, pp.774-790, URL: www.ijtsrd.com/papers/ijtsrd61264.pdf

IJTSRD61264

INTRODUCTION

The development of the business world is growing rapidly and global competition is increasingly sharp, with increasingly sophisticated technology being used by many companies to assist all company activities in order to make it easier to achieve planned company goals. In order to achieve the planned goals, the company must have the authority and responsibilities given by top managers must be in accordance with the company's organizational structure. Cost center responsibility accounting is very important in achieving company achievements in controlling costs in order to increase profits so that in achieving successful management control the responsibility center manager must actually carry out its function. By having a cost accountability report, you can find out how much deviation occurs between the actual costs and the cost budget. This deviation information is used by accounting and management as a basis for preparing a cost budget for the next period so that good cost reduction can be achieved.

Responsibility accounting is an accounting system that recognizes various responsibility centers throughout the center which reflects the plans and actions of each responsibility center by determining certain revenues and costs. Responsibility accounting is important in the management control process. In this way, company management is not only obliged to generate income that is greater than costs, but is also obliged to obtain adequate profits in terms of the amount of investment used to obtain income. To ensure that the company's business is able to generate profits, company management must properly plan and control the two factors that determine profits, namely, income and costs.

The basic idea of responsibility accounting is that a manager must be responsible for certain problems so that the manager can exercise control at a significant level. A *responsibility* structure The company consists of responsibility centers that periodically evaluate the results of their work or activities.

Responsible for matters relating to the management or management of a company to its owner, based on the trust that has been given to the manager or management to carry out the company's activities. Accounting in business language is an information system that provides reports to stakeholders regarding company activities and conditions.

Various research has been carried out previously regarding the application of responsibility accounting, namely: research conducted by Abdullah (2018) "Application of responsibility accounting with budgets as a cost control tool" case study on CV. Baubau's Brilliant Commercial Image. The research results show that the implementation of responsibility accounting in companies is inadequate. This is supported by the failure to fulfill the indicators for the implementation of responsibility accounting at CV Citra Niaga Cemerlang Baubau which has prepared a good organizational structure. This can be seen from the clear depiction of the division of authority and responsibility for each level of management and the working relationships between parts of the company.

Research conducted by Audy (2016) "Implementation of responsibility accounting in cost centers (case study at PT. Alam Anugrah Sejati)". The results of research at PT. Alam Anugrah Sejati has been able to implement a responsibility accounting system. Research conducted by Lubis and Suzan (2016) "The effect of implementing responsibility accounting on managerial performance (case study of the company PT. Perkebunan North Sumatra)". The results of this research show that responsibility accounting has a positive effect on managerial performance at PT. North Sumatra Plantation.

From the results of previous research, according to Abdullah and others, it is stated that not all companies have implemented responsibility accounting as a tool for assessing cost center performance properly. The reason the author took the title is the application of responsibility accounting. Responsibility accounting is an important thing in companies. The application of responsibility accounting can support the achievement of a company's goals and responsibility accounting has an important role in assessing management achievements, especially seen from the performance of managers in each responsibility center.

Literature Review

Monitoring Theory

According to Siagian (1970: 107) states that supervision is a process of observing the implementation of all organizational activities to ensure that all work that is being carried out runs according to previously determined plans. According to Lutfi (2012: 11), monitoring is the process of collecting and presenting information related to achieving specific systematic goals. According to Nabris (2002: 2) in Lurfi (2012: 13), monitoring provides continuous activities to track the progress of program implementation whether it is in accordance with planning. The purpose of monitoring is to provide regular supervision regarding program implementation in relation to acceptance of work scheduling, results to be achieved, and so on.

According to Sahya and Sumantri (2016: 97), monitoring activities are intended to determine the suitability and accuracy of the activities carried out with the plans that have been prepared. Monitoring is also used to correct activities that deviate from plans, misuse of rules and resources, and to ensure that goals are achieved as selectively and efficiently as possible.

Accounting

According to *the American Institute of Certified Public Accountants* (AICPA), accounting is the art of recording, classifying financial transactions and events expressed in currency units. According to Harnanto (2021: 1), accounting is a system or discipline used in the process of collecting and processing financial data to produce important information that is needed or useful in efforts to achieve management efficiency and effectiveness as well as evaluating the results of activities or businesses of an organization, especially companies.

According to Sujarweni (2021: 1) accounting is the process of transactions that are proven by invoices, then from the transactions a journal, ledger, and balance sheet are created, thereby producing information in the form of financial reports that can be used by certain parties. According to Abubakar and Wibowo in Putra (2021: 46), the definition of accounting is a process of identifying, recording and communicating all economic transactions and entities or companies.

According to Gardi in Putra (2021: 46), the definition of accounting is a *body of knowledge* and has organizational functions in a structured, original, authentic manner, analyzing and interpreting all events and transactions as well as financial characteristics that will occur in the activities of accounting entities to provide the required information. to manage all reports and accountability for the trust he has received. Susilowati (2016: 1), accounting is the measurement, description and provision of certainty regarding information that will help managers, investors, tax authorities and other decision makers to make satisfactory resource allocations within companies, organizations and government institutions.

According to Kieso and Weygandt in Putra (2021: 46), accounting is an information system whose task is to identify, record and communicate all economic events from an organization to interested parties. According to Amin W. 1997 in Putra (2021:46), accounting is an activity in identifying, measuring, classifying and summarizing an economic transaction or event that can produce a quantitative, especially financial nature, which is used in decision making.

Samryn (2015: 4), accounting can be defined as a process of identifying, measuring and communicating economic information that produces information that is useful for policy makers or decisions by users. According to Hery (2017: 2-6), there are many parties who provide different views regarding accounting, namely:

1. Accounting as an ideology
Namely, accounting is considered as a tool to legitimize capitalist social, economic and political conditions and structures.

2. Accounting as the language of business
Accounting is often considered the language of business, whose function is to communicate information about the company to interested parties (*stakeholders).* It is through this accounting language that parties who have an interest in the company can obtain an overview of the company's financial condition and performance. Just like language, accounting also has symbols, terms and words that sometimes can only be understood by those who know or understand accounting. Examples include the terms debit-credit, account (estimate), closing journal, ledger, balance sheet, reversing journal, etc.

3. Accounting as an information system
Accounting is a technique that describes the relationship process between financial resources and recipients of information through certain communication channels called the accounting cycle.

4. Accounting as a historical record
Accounting is considered a vehicle for providing an overview of the history of an organization and the transactions it has carried out with its environment in the past. This note will show how management manages company resources. This *historical* data (which can be measured and quantified) will be recorded in a journal, posted to the ledgers, and then produce financial reports.

5. Accounting as a current economic reality
Accounting can provide an overview of the company's current economic situation or reality. The consequence is that the company's assets and liabilities must be recorded and reported using current fair market values, not historical costs. In practice, the use of historical cost and fair market value as measurement attributes is often still a matter of debate.

6. Accounting as a commodity
Commodities are goods that consumers need because of their usefulness. Accounting *output* in the form of financial reports, which contain information about the company's financial position and performance results, is the result of an accounting system. This *output* is really needed by its users, especially in the process of making economic decisions (both investment, credit and other similar decisions. This commodity will continue to be produced and sought after if it can provide benefits to its users.

7. Accounting as accountability
Financial reports, as the final product of a series of accounting, are a form of management accountability to principals (investors, fund owners) to report results or performance that have been carried out throughout the period.

8. Accounting as technology
Accounting theory is part of practice. So that theory can be used and put into practice, technology is needed to bridge the theory and practice. Technology can have theoretical and practical dimensions, which have a scientific structure that is based on logic, and also have an intuitive or judgmental dimension that originates from social reality. Theory is useful for answering the "why" question, while technology answers the "how" question. So accounting is a technology, software aimed at explaining and predicting the behavior of certain social or economic variables.

Responsibility Accounting
According to Hansen and Mowen (2016: 222), responsibility accounting is a fundamental tool for management control and is determined through four important elements, namely: assigning responsibility, creating performance measures or *benchmarking,* evaluating performance, and giving awards. According to Prawironegoro, et al (2016: 235), responsibility accounting is a model of controlling and evaluating the performance of a subsidiary, branch or division based on the authority granted.

According to Soegijanto, et al (2016: 2), accounting as accountability is a form of management responsibility to the principal (investor, fund owner) to report performance results that have been carried out throughout the period. In this case, management acts as an agent or party who has been given full authority and trust by the principal to manage the company's assets or business. With this accountability report, the economic resources that have been entrusted by the principal to be managed by management can be traced. According to Samryn (2015: 261), responsibility accounting is an accounting system used to measure the performance of each responsibility center according to the information managers need to operate their responsibility center as part of the management control system.

According to Riza (2016: 108), responsibility accounting is an accounting system used to measure the performance of each responsibility center according to the information managers need to operate their responsibility center as part of the management control system. According to Prawironegoro, et al (2016: 233), responsibility accounting is an objective condition so that a company can survive, management must determine a system for assigning responsibilities, a budget system, a performance measurement system, and a reward system for each manager.

Responsibility Center

According to Hery (2017: 652), a responsibility center is a part, segment or sub-unit of an organization whose managers are responsible for a certain set of activities. According to Mulyadi (2016: 389), a responsibility center is an organizational unit within a company led by a responsible manager.

According to Sujarweni (2021: 8), a responsibility center is an organizational unit within a company and each unit is headed by a leader who is responsible for the activities it carries out. According to Hansen and Mowen (2009: 560), a responsibility center *is* a business segment whose managers are responsible for a certain series of activities. According to Anthony and Govindaraja (2009: 171), a responsibility center is an organization led by a manager who is responsible for the activities carried out.

According to Halim, et al (2009: 68), it means responsibility center

The answer is an organizational unit led by an accountability manager. According to Samryn (2015: 262-265), there are four types of responsibility centers, namely:

1. Revenue Center

This is a responsibility center where managers are responsible for sales or revenue generation, both from sellers of goods and services. Meanwhile, performance is measured based on the income obtained without fixing the costs used during the process. According to Mulyadi (2016: 369), a revenue center is a responsibility center whose manager's achievements are measured based on output.

2. Cost Center

That is a responsibility center where the manager is responsible for costs. In the context of activity-based management, cost centers have the responsibility to eliminate activities that do not add value. Cost center managers have the responsibility to measure cost efficiency and effectiveness including the reliability of the cost control systems used. According to Sujarweni (2021: 101-102), there are two types of cost centers, namely *engineering cost centers* and *discretionary cost centers.* According to Mulyadi (2016: 389), a cost center is a responsibility center whose managers are measured based on their input.

3. Profit Center

It is a responsibility center where managers are jointly responsible for costs and revenues. This responsibility center has broader responsibilities than the responsibility centers described above. Managers are evaluated based on their efficiency in generating revenue and controlling costs. According to Mulyadi (2016: 389), a profit center is a responsibility center whose manager's achievements are measured based on the difference between output and input.

4. Investment Center

Namely a responsibility center where the manager is responsible for or has control over income, costs and investments at the same time. According to Mulyadi (2016: 290), an investment center is a responsibility center whose manager's achievements are measured based on a comparison between the profits obtained and the investment in the responsibility center.

Terms and Characteristics of Responsibility Accounting

According to Mulyadi (2016: 166 - 214), who states that for the accountability accounting system to be implemented there are conditions, namely:

1. An organizational structure that clearly defines the authority and responsibilities of each level of management.
2. Cost budgets prepared for each level of management.
3. Classification of costs according to whether or not they can be controlled *(controllability)* of costs by certain management in operations.
4. There is a structure of company account codes that are linked to the control authority of the responsibility center.
5. Cost reporting system to responsible managers *(responsibility responding*). The responsibility report that is prepared periodically is the final product of the responsibility accounting system. Accountability reports are created to meet the

needs of managers at various levels of the organization.

According to Mulyadi (2016: 194), cost accountability reports are prepared on the following basis:

A. The lowest level given this report is the section manager level.
B. The lowest level managers are given a cost accountability report which contains details of the actual costs compared to the cost budget they have prepared.
C. Managers at higher levels are given reports regarding the costs of their own responsibility centers, summarized by the realization of costs incurred by managers under their authority, which are presented in the form of a comparison with the cost budget prepared by the respective managers concerned.
D. The higher you go, the more concise the cost accountability report is presented.

According to Horngren, et al (2008: 232), the requirements for responsibility accounting are as follows:

1. An organizational structure that clearly defines authority and each level of management.
2. Cost budgets prepared for each level of management.
3. Cost management is in accordance with whether or not costs can be controlled *(controllability)* by certain management in operations.
4. There is a structure of company account codes which is linked to the control authority of the responsibility center.
5. Cost reporting system to responsible managers *(responsibility responding).*

According to Mulyadi (2016: 191), the characteristics of responsibility accounting are as follows:

1. There is identification of responsibility centers;
2. Standards are set as performance benchmarks for managers responsible for certain responsibility centers.
3. Manager performance is measured by comparing budget realization
4. Individual managers are rewarded or punished based on the discretion of higher management.

According to Warindrani, (2006: 124), for the accountability accounting system to be implemented there are five conditions, namely:

1. An organizational structure that clearly defines the authority and responsibilities of each level of management.
2. Cost budgets prepared for each level of management.
3. Classification of costs according to controllability or controllability *of* certain management costs in. operation.
4. There is a structure of company account codes that is linked to the authority of the responsibility center.
5. Cost reporting system to responsible managers *(responsibility responding)* .

Objectives and Benefits of Responsibility Accounting

According to Hansen and Mowen (2016: 222), Responsibility accounting aims to influence certain behavior and ways so that a person or company's activities will be adjusted to achieve common goals. Each responsibility center must provide information in the form of a budget or management report. Responsibility accounting is very necessary and useful for large companies whose business activities require the division of tasks and responsibilities.

According to Mulyadi (2016: 174) in Hutabarat's research (2020), the benefits of responsibility accounting in companies are:

1. Responsibility accounting as a basis for budget preparation. The budget preparation process is basically a process of determining roles in efforts to achieve company targets. In the process of preparing the role of the budget, it is determined who will play a role in carrying out some of the activities to achieve the company's targets, and the resources provided for the holders of these roles are also determined, to enable managers in their efforts to achieve the company's targets to be measured in standard monetary units in the form of accounting standards.
2. Responsibility accounting as an assessment of the performance of responsibility center managers. Responsibility accounting information is important information in the process of planning and controlling organizational activities, because this information emphasizes the relationship between information and managers who are responsible for planning and realizing it. Control can be carried out by providing messages for each manager to plan the income and costs for which they are responsible. Thus, responsibility accounting information reflects the scores made by each manager, in using various resources to carry out the manager's role, to achieve company

goals.

3. Responsibility accounting as a manager's motivator. Motivation is the process of initiating conscious and purposeful action. Motivation is something that is used to encourage someone to take action consciously and with purpose. People will have motivation if they have a high reward value or if they believe that high rewards will be given for performance, and the performance measurement tool uses responsibility accounting information.
4. Responsibility accounting enables the management of activities. With an advanced manufacturing environment, management is required to continuously improve activities so that customers are guaranteed not to be burdened with costs that do not add value. Management thus requires the separation of value-adding and non-value-adding activities and identification of the resources consumed by both types of activities.
5. Responsibility accounting information allows monitoring the effectiveness of activity management programs. In an advanced manufacturing environment, management is required to carry out continuous improvement of activities, so that the company has long-term competitiveness. Thus, management needs activity cost information to continuously monitor activity management programs.

Costs and Classification

1. Understanding Costs

According to Hansen and Mowen (2016: 42) costs are cash or cash equivalent value sacrificed to obtain goods or services that are expected to provide current or future benefits for the organization. Costs are said to be cash equivalents because non-cash sources can be exchanged for desired goods or services. According to Prawironegoro, et al (2016: 20), costs are cash and cash equivalents sacrificed to produce or obtain goods or services that are expected to obtain benefits or profits in the future.

According to Sujarweni (2021: 12), costs have two meanings, namely broadly and narrowly. Costs in a broad sense are sacrifices of economic resources measured in units of money in an effort to obtain something to achieve certain goals, both those that have occurred and that have not yet occurred/have just been planned. Meanwhile, costs in the narrow sense are sacrifices of economic resources in units of money to obtain assets.

According to Mulyadi (2016: 8), costs are objects that are recorded, classified, summarized and presented in cost accounting. In a broad sense, costs are sacrifices of economic resources, measured in units of money that have occurred or are likely to occur for a particular purpose.

According to Sujarweni (2021: 14) costs can be classified as follows:

A. Fixed costs are costs whose total amount does not change within a certain range even though the company's production volume changes. If it does not exceed capacity, even if the production volume is small or large, the total costs are still the same. If fixed costs are charged to production activities, then if less goods are produced, the unit price of the product will be higher. If the production of goods increases, the lower the unit price of the company's production. Fixed costs are further classified to make it easier for management to plan control. Fixed costs are divided into:

1. Commitment fixed costs are fixed costs that cannot be reduced or eliminated by management. These costs usually arise from setting up the business and owning equipment. Examples of these costs are; building depression costs, machine depression costs, land and building taxes.
2. Discretionary fixed costs are fixed costs that can be reduced or eliminated by management. These costs usually arise from management policy. These costs can be discontinued at management's discretion. Examples of these costs are; research and development costs, employee program and training costs, and consulting costs.

B. Variable costs are costs whose total amount will change according to changes in the volume of production of goods. So the greater the production volume, the higher the total variable costs, the lower the production volume, the lower the total production costs. Variable costs are further classified to make it easier for management to plan control. Variable costs are divided into:

1. Engineer variable costs are variable costs that have a certain visual relationship with the amount of volume produced from production. These costs have a direct relationship between input and output. For example: raw material costs, the number of raw materials entered into the production process is closely related to the output produced.
2. Discretionary variable costs are variable costs whose input and output are comparable and whose nature is in accordance with management policy. An example of a commission fee for sales personnel that has been determined at 1% of

sales. The amount can be changed to 2% or whatever according to management policy.

3. Semi-variable costs are costs whose amounts change disproportionately and are related to changes in the quality of the goods produced. Semi-variable costs have elements of fixed costs and variable costs. There are two approaches used to separate semi-variable costs into fixed cost and variable cost elements, namely:

C. Analytical approach, this approach involves investigating each job, to determine whether or not a cost is necessary, the amount of costs in the activity, efficient work methods so that it can determine the amount of costs associated with carrying out the work at various levels of activity economically.

D. Historical approach, this approach analyzes costs that occurred in the past in relation to the volume of activity. In this approach, cost data for several periods is collected and fixed costs and variable costs are calculated.

2. Cost Classification

According to Sujarweni (2015: 11), costs can be classified as follows:

A. Based on Cost grouping
1. Manufacturing/factory/manufacturing costs
2. Raw material costs are the costs incurred to purchase the main raw materials used to produce goods.
3. Direct labor, is the cost incurred to pay the main labor that is directly related to products that are produced from raw materials to finished materials.
4. Factory overhead costs are costs incurred to produce goods other than raw material costs and labor costs. Factory overhead costs consist of: indirect material costs; indirect labor costs; other indirect costs.

B. Commercial costs

Commercial costs consist of 2, namely:
1. Marketing costs are costs incurred for the purposes of carrying out marketing activities or product promotions.
2. Administrative costs are costs incurred to coordinate and control product production and marketing activities.

C. Based on Cost Behavior

Cost classification based on cost behavior is divided into 4, namely:
1. Variable costs are costs whose amount changes, but the changes are proportional to changes in production/sales volume.
2. Fixed costs are costs that do not change in amount even though the amount produced/sold changes within normal capacity.
3. Semi-variable costs are costs whose quantity changes according to changes in quantity and have a fixed rate.
4. Multilevel costs are costs that are fixed in nature and must be incurred within a production range.

D. Based on decision making

Cost classification based on decision making is divided into 2, namely:
1. Relevant costs are costs that must be planned in advance because these costs will influence future company decision making.
2. Irrelevant costs are costs that do not differ between existing alternative actions. These costs will not influence decision making and will remain the same regardless of the alternative chosen. Therefore irrelevant costs should not be considered in decision making. Costs that do not need to be taken into account because they do not influence decision making.

E. Based on something that is financed

The classification of costs according to what is financed is divided into 3, namely:
1. Direct costs *are* costs whose benefits can be directly identified in the product being made. Direct production costs consist of raw material costs and direct labor costs
2. Indirect costs *are* costs whose benefits cannot be identified in the product being made. Indirect production costs are factory overhead costs.
3. Opportunity Cost, namely the benefits that will be obtained if one alternative is chosen from several existing alternatives. Or in other words, income that is not obtained because you have chosen one alternative from several available alternatives. To make a decision to choose one of the alternatives, you should consider the costs and income that will arise.

Budget and Budget Forms

1. Understanding Budget

According to Hansen and Mowen (2016: 415), a budget is a financial plan for the future; The plan identifies goals and the actions required to achieve them. Putra (2018: 36), a budget is a plan that is prepared systematically in the form of numbers and expressed in monetary units which covers all company activities for a certain period of time in the future. The budget is a commitment from management regarding income, costs and various financial transactions in the future.

According to Hansen and Mowen (2016: 416), the benefits of a budget for an organization are:

A. Forcing managers to plan;
B. providing information that can be used to improve decision making;
C. providing job evaluation standards;
D. improve communication and coordination.

According to Prawironegoro, et al (2016: 185-187), a budget is a work plan outlined in financial figures, both short and long term. In general, every company prepares a budget as a guideline for carrying out activities. There are several definitions of budget, including the following:

A. Budgets can be in the form of physical budgets and financial budgets. A budget is usually called a work plan which is stated in writing in the form of financial figures, usually called a formal budget.
B. Budgeting is commonly called profit planning and control, which is a process aimed at assisting management in planning and controlling effectively.
C. A budget is a long-term strategic profit planning, a short-term tactical profit planning, an accounting system based on responsibility, a continuous use of the exception principle, as a tool to achieve the goals and objectives of an organization.
D. A budget is a plan for company activities that includes various operational activities that are interrelated and influence each other as a guideline for achieving the goals and objectives of an organization. In general, it is prepared in writing.
E. Budgets can be considered as systems that have their own specificities or as subsystems that require relationships with other subsystems in an organization or company.
F. The budget is considered an autonomous system because it has its own targets and ways of working which are a whole that is different from the targets and ways of working of other systems in the company; the budget is also called a sub-system.
G. Budget as a system consists of three layers, namely: core system, supporting sub-system, and environmental sub-system. The core of the system is the profit target; supporting sub-systems are various activities that help smooth its work, data analysis, other standard figures; The environmental sub-system is the external environment of an organization such as economic, social, political, cultural, and so on which influences the work of an organizational system.
H. Budget or *budget* is the same as profit *planning.* Profit planning includes: sales planning, production planning, raw material use planning, raw material purchase planning, direct labor planning, *overhead cost planning,* marketing cost planning, general and administrative cost planning, etc. This model is generally called a complete periodic budget or *master budget.*

2. Budget Forms

According to Samryn (2015: 201-221) the forms of budget are:

A. Operating budget, namely a budget that contains activity plans to generate profits. This budget includes: sales budget; production budget for a factory; direct materials budget or trade goods purchases for trading companies; direct labor budget calculated based on the estimated volume of activities and labor cost rates per certain time; factory overhead budget; final inventory budget for finished goods estimated using a *safety stock approach* so that there is no shortage or excess of inventory with all its derivative consequences; sales and administrative cost budget.
B. Financial budget, includes plans for cash receipts and disbursements and the company's overall financial position. Specifically, cash receipts and disbursements are fully shown in the cash budget which includes an overview of cash receipts from various sources and expenditures for various purposes, as well as the opening balance and ending cash balance. The cash receipts and disbursements elements in this budget are adopted from the operating, investment and financing budget sections which require cash receipts and disbursements.
C. The capital budget is a budget regarding long-term sources of funds and alternative uses for investment. In practical terms, the capital budget includes plans for the acquisition of fixed assets in the form of land, buildings and capital equipment items as well as the financial details required for this.
D. The profit and loss budget is a budget summary relating to the expected income and costs that are estimated to occur according to the other budget items described above.
E. Operating budget, including budgets for income

and costs. Each budget item describes the quantity, price per unit, and total monetary value. The operating budget includes budgets for income, production, raw material costs, direct labor costs, *overhead costs,* cost of goods sold, selling costs, administrative costs, and generally. Operating budget estimates are based on sales/revenue estimates. Each element of the operating budget can be linked to cash receipts and disbursements which support the cash budget.

F. Zero-based budgets and incremental budgets are a method of setting budgets where managers always start each budget period from level zero. With this budget, management re-evaluates the program and its expenditures. Incremental Budget, in preparing this budget, it is based on the amount according to the previous period's budget.

G. Flexible Budget, is a form of budget designed to cover a range of activities. Because it covers a range, it allows for alternative activity volumes in optimistic, moderate and pessimistic scenarios. These alternative scenarios can then be selected as ideal performance measurement standards in accordance with the economic conditions that apply to the company concerned. The performance measurement referred to is generally carried out through a comparison process between the actual implementation of the budget and the selected budget.

H. Activity-based budgets are units of work carried out in an organization. It can also be defined as a representation of actions in an organization that can be used as a basis for planning, controlling and making decisions by managers.

The relationship between the budget and responsibility accounting is as follows. The main idea of responsibility accounting is that each responsibility center must be responsible for the elements that are directly under its control. One of the manager's responsibilities is income and costs in accordance with the various levels of management responsible.

In accordance with the main idea of responsibility accounting above, a budget must be prepared for each level of management that is charged with responsibility for income and costs. Through achievement reports, the budget of each responsibility center is compared with its realization so that the achievements of the managers of each responsibility center can be determined.

Analysis Method

The analytical method used in this research is a quantitative analysis method with an *intrinsic case study approach.* According to Azwar (2007), the quantitative analysis method is carried out in inferential research (in the context of hypothesis testing) and draws conclusions from the probability of rejecting the null hypothesis. With quantitative methods, significant group differences or significant relationships between the variables studied will be obtained. In general, quantitative research is large sample research.

According to Basuki (2006:99) *intrinsic case study* is research carried out because of interest or concern for a special case. Researchers must fully understand the case, without having to produce concepts or theories or without attempting to generalize. Research is carried out because there is an intrinsic interest in it. The use of qualitative research methods with an *intrinsic case study approach* in this research is to explain the application of responsibility accounting as a tool for assessing the performance of cost centers at PT. Adi Jaya Lima Pradana.

Research Results and Discussion

Implementation of Responsibility Accounting at PT. Adi Jaya Lima Pradana

PT. Adi Jaya Lima Pradana is a company engaged in the business of contractors, *suppliers*, *suppliers,* etc. Cost center responsibility accounting is very important in achieving company achievements in controlling costs in order to increase profits so that in achieving successful management control, the responsibility center manager must actually carry out his function. By having a cost accountability report, you can find out how big the deviation is between the actual costs and the cost budget. To implement a good operating system, a company needs a good management control system that can assist management in controlling the company's operational activities so that there is no overlap in carrying out their respective activities.

Costs are cash and cash equivalents sacrificed to produce or obtain goods or services that are expected to obtain benefits or profits in the future. It is important to pay attention to costs in a company because with costs, the company can know whether the company is experiencing profits or losses. The following is an overview of the application of responsibility accounting as a tool for assessing cost center performance at PT companies. Adi Jaya Lima Pradana, which includes several aspects, namely:

1. Organizational structure

Organizational structure is very important in a company. Structure is an arrangement and relationship between each part and position in an organization or company in carrying out operational activities to achieve the expected and desired goals. The organizational structure clearly describes the separation of work activities from one another and how the relationship between activities and functions is limited. A good organizational structure must explain the authority relationship of who reports to whom, so there is one accountability for what will be done.

In the organizational structure of PT. Adi Jaya Lima Pradana, the company is led directly by the main director and is divided into four levels, namely the upper level Commissioner, the second level is the main director of the company, the third level is the technical/operations director, and the fourth level is the director of administration and finance. All levels have their respective duties and authorities and have been divided into several more sections or divisions.

In general, the organizational structure of one company is not the same as another company because the organizational structure is very dependent on the needs and type of grouping of the company concerned. Likewise at PT. In its implementation, Adi Jaya Lima Pradana has also delegated authority and responsibility from upper management to lower lower management. Arranging an orderly and neat organizational structure is a requirement so that there is no overlapping authority in carrying out the duties of each section. Where the authority for decision making is delegated to management levels below top management, this is also the case in preparing budgets.

2. Budget

The cost budget is an estimate of the costs that will later be used to carry out an activity, whether business or project. A budget is a document that must exist to see the amount of costs that will be used in several businesses, projects or events. Budgets can be used as a planning tool and also as a control tool. Good cost control is supported by a budget that is prepared according to the level of management in the organization.

By having an organizational structure that has a clear division of authority and responsibility, the company can determine the party responsible if there are deviations in the budget. At PT. Adi Jaya Lima Pradana in preparing the budget uses a *bottom-up approach.* The *bottom-up* approach is an approach where employees and managers at the departmental level prepare budgets for each department. This approach starts from the operations level (department). This budget participation in the company is intended because the lower level is more aware of the immediate conditions in their section, this is also intended to facilitate communication and information for each section. The advantage of this approach is that there can be better communication between departments and a better level of accuracy in budget estimates.

Table 1: PT cost budget. Adi Jaya Lima Pradana.

No	Operating costs	Budget
1	Monthly employee salary costs	2,855,000,000.00
2	Official travel expenses	6,130,000.00
3	Fuel costs	71,550,000.00
4	Newspaper and magazine costs	2,500,000.00
5	Telephone, telegram and communication costs	27,250,000.00
6	Electricity and water costs	115,855,125.00
7	Building maintenance costs	20,960,000.00
8	Vehicle maintenance and exploitation costs	246,500,000.00
9	Office inventory maintenance costs	87,700,000.00
10	PBB fees, fees, meters and administration	380,253,555.00
11	Office stationery costs	62,500,000.00
12	Insurance fee	133,384,500.00
13	Recruitment costs	1,530,000.00
14	Freight/delivery costs	6,110,000.00
15	Miscellaneous expense	10,970,500.00
16	Investment depreciation costs	30,585,100.00
	Total operational costs	4,058,778,780.00

Source: PT. Adi Jaya Lima Pradana (2021)

Based on the cost budget table above at PT. Adi Jaya Lima Pradana's implementation of the accountability accounting cost budget has gone well because all the costs applied have their respective realizations even though there are some differences between the existing budgets and realizations.

3. Classification of Controllable and Uncontrollable Costs

In collecting and reporting costs, each responsibility center must separate costs that can be controlled from costs that cannot be controlled. Separating costs into controllable and uncontrollable for responsibility centers is very important so that there is no double responsibility for certain costs and each responsibility center management can clearly know the boundaries of their responsibilities. Management has authority so that it can control things that are under its authority.

Separating costs between controllable and uncontrollable costs is very important in establishing a responsibility center that is responsible for realization and deviations from the budget. Management can find out where costs occur and who should be responsible for realization and deviations in the cost budget.

In fact, separating controllable and uncontrollable costs is often difficult. Guidelines for determining whether a cost can be charged as the responsibility of a responsibility center manager are as follows.

A. If a manager has authority over both the acquisition and use of services, he or she should be charged with those costs.

B. If a manager can significantly influence the amount of a particular cost through his own actions, he can be charged for that cost.

C. Although a manager cannot significantly influence the amount of a particular cost through his own direct actions. He can also be charged these costs, if top management is willing to pay attention so that he can help other managers to be responsible for influencing these costs.

At PT. Adi Jaya Lima Pradana has not separated controllable and uncontrollable costs sufficiently, so it does not yet know which costs are controllable and which are uncontrollable.

4. Account Code

One of the requirements for implementing responsibility accounting is the classification of company account codes. The system for assigning account codes to PT. Adi Jaya Lima Pradana does account coding for each estimate quite adequately. The costs incurred are recorded for each level of management, then classified and coded according to the management level contained in the organizational structure.

PT. Adi Jaya Lima Pradana can classify estimates and find out where costs occur and who is responsible for realization and deviations in the cost budget.

Table 2: Composition of PT Account Codes. Adi Jaya Lima Pradana

Account No	Account name
1000	Assets
1-001	Cash
1-002	Bank
1-003	Accounts receivable
1-004	Receivables employee
1-005	Other receivables
1-006	Supply
1-007	Tax advance
1-008	Heavy equipment
2-009	Vehicle
2-010	Machinery and Equipment
2-011	Inventory
3-012	Accumulated depreciation
3-013	Account payable
3-014	Tax payable
3-015	Fees payable
3-016	Rental down payment
4-017	Bank debt and leasing
5-018	Capital stock
5-019	Profit (loss) up to last year
5-020	L/(R) current year
6-001	Income

7-001	Cost of income
8-001	Monthly employee salary costs
8-002	Official travel expenses
8-003	Fuel costs
8-004	Newspaper and magazine costs
8-005	Telephone, telex telegram and communication costs
8-006	Electricity and water costs
8-007	Building maintenance costs
8-008	Vehicle maintenance and exploitation costs
8-009	Office inventory maintenance costs
8-010	PBB fees, fees, stamps and administration
8-011	Office stationery costs
8-012	Insurance fee
8-013	Training and recruitment costs
8-014	Freight/delivery costs
8-015	Miscellaneous expense
8-016	Inventory depreciation costs

Source: PT. Adi Jaya Lima Pradana (2021)

5. Cost Reporting System

In essence, the responsibility reporting system consists of a set of reports prepared for managers in various responsibility centers in a company. The manager's report is the final step in the process of implementing responsibility accounting. This cost accountability report is produced to meet the needs of each manager at various levels of the organization which contains budgeted costs, actual costs and the difference. Next, the manager will carry out an analysis of deviations that occur between the cost budget and cost realization. Management finds out what caused the deviation to occur and will consider corrective action, if necessary.

The cost accountability report is prepared according to levels of responsibility as shown in the organizational structure at each level. All costs incurred in the unit are recorded, followed by costs incurred at lower levels in relation to expenditures during a certain period of time.

Table 3: Budget report and realized costs of PT. Adi Jaya Lima Pradana

Account No	Operating costs	Budget	Relation	Trends
6-001	Monthly employee salary costs	2,855,000,000	2,542,070,000	89%
6-002	Official travel expenses	6,130,000	6,148,677	99.70%
6-003	Fuel costs	71,550,000	71,292,923	100.36%
6-004	Newspaper and magazine costs	2,500,000	2,630,000	95.06%
6-005	Tlex telegram telephone and communication costs	27,250,000	26,264,659	103.75%
6-006	Electricity and water costs	115.855.125	116,562,677	99.4%
6-007	Building maintenance costs	20,960,000	20,856,500	100.5%
6-008	Vehicle maintenance and exploitation costs	246,500,000	133,326,849	184.89%
6-009	Office inventory maintenance costs	87,700,000	86.248.623	101.69%
6-010	PBB fees, fees, stamps and administration	380,253,555	378,163,507	100.55%
6-011	Office stationery costs	62,500,000	62,413,650	100%
6-012	Insurance fee	133,384,500	133,314,230	100.05%.
6-013	Training and recruitment costs	1,530,000	1,650,000	92.73%
6-014	Transportation/delivery costs	6,110,000	7,216,000	84.67%
6-015	Miscellaneous expense	10,970,500	10,879,550	100.84%
6-016	Investment depreciation costs	30,585,100	30,361,071.67	100.74%
Total operating costs		**4,058,778,780**	**3,629,398,916.67**	**20,532.24%**

Source PT. Adijaya Lima Pradana (2021)

Based on table 3, it shows that the budget and realized costs at PT. Adi Jaya Lima Pradana operational section where the analysis that occurs in the accountability report is as follows:

1. Realized employee salary costs in 2021 amounted to IDR 2,542,070,000, or 89% of the 2021 budget of IDR 2,855,000,000.

2. Realized official travel costs in 2021 amounted to IDR 6,148,677 or 99.70% of the 2021 budget of IDR 6,130,000.00. Realization of costs exceeded (Rp. 18,677)
3. Realized fuel costs in 2021 amounted to IDR 71,289,923.00 or 100.36% of the 2021 budget of IDR 71,550,000.00
4. Realized fuel costs in 2021 amounted to IDR 2,630,000.00 or 95.6% of the 2021 budget of IDR 2,500,000.00. Realized costs exceeded (Rp. 130,000,000)
5. The realization of communication midwives in 2021 is IDR 26,264,659.00 or 103.75% of the 2021 budget of IDR 27,250,000.00.
6. Realized electricity and water costs in 2021 IDR 116,562,677.00 or 99.4% of the 2021 budget IDR 115,855,125.00. Realized costs exceeded (Rp. 707,552.00).
7. The realization of building maintenance costs in 2021 is IDR 20,856,500.00 or 100.5% of the 2021 budget of IDR 20,960,000.00.
8. Realized vehicle maintenance and exploitation costs in 2021 amounted to IDR 133,326,849.00 or 184.89% of the 2021 budget of IDR 246,500.00.
9. Realized office inventory maintenance costs in 2021 amounted to IDR 86,248,623.00 or 101.69% of the 2021 budget of IDR 87,700,000.00.
10. Realization of PBB, Contribution, Stamp and Administration costs for 2021 IDR 378,163,507.00 or 100.55% of the 2021 budget IDR 380,253,555.00.
11. Realized office stationery costs in 2021 IDR 62,413,650.00 or 100% of the 2021 budget IDR 62,500,000.00.
12. The realization of insurance costs in 2021 is IDR 133,314,230.00 or 100.05% of the 2021 budget of IDR 133,384,500.00.
13. Realized training and recruitment costs in 2021 amounted to IDR 1,650,000.00 or 92.73% of the 2021 budget of IDR 1,530,000.00. Realized costs exceeded (Rp. 120,000.00).
14. Transportation/delivery costs for 2021 are IDR 7,216,000.00 or 84.67% of the 2021 budget of IDR 6,110,000.00. Realized costs exceeded (Rp. 1,106,000.00).
15. The realization of other costs in 2021 is IDR 10,879,550.00 or 100.84% of the 2021 budget of IDR 10,970,500.00.
16. Realized investment depreciation costs in 2021 amounted to IDR 30,361,071.67 or 100.74% of the 2021 budget of IDR 30,585,100.00.

From the data and realization of costs in 2021, there are deviations in the budgeted costs, namely in the trend or difference (rupiah) of 5 types of costs, namely official travel costs, newspaper and magazine costs, electricity and water costs, training and recruitment costs, and transportation/delivery costs.

Requirements for Implementing Responsibility Accounting

1. An organizational structure that clearly defines the authority and responsibilities of each level of management.

According to Mulyadi (2016: 183), organizational structure reflects the division and hierarchy of authority within the company. Through the organizational structure, management delegates authority to carry out specific tasks to lower management, so that a useful division of work can be achieved.

Organizational structure at PT. Adi Jaya Lima Pradana has divided departments based on existing cost responsibility centers. The form of organizational structure found at PT. Adi Jaya Lima Pradana is in the form of a line organization and a functional organization, where the delivery of information is clearly visible. PT organizational structure. Adi Jaya Lima Pradana is led directly by the main director and is divided into four levels, namely the top level, namely the commissioner, the second level, namely the main director, the third level, namely the technical/operations director, and the fourth level, namely the director of administration and finance. The commissioner is tasked with making all decisions and policies carried out by the company's directors, including finance, if deemed necessary, conducting an inspection of all books, finances, letters and other evidence. The second level, namely the main director, has the duties and authority together with other directors to carry out all actions, both management and ownership, so that the goals of the company can be achieved, including holding meetings with all members of the board of directors. The third level, namely the technical/operations director, has the task and authority to organize and coordinate all parts within the scope of technical and operational work. The fourth level, namely the director of administration and finance, has the task and authority to regulate and coordinate all financial departments within his scope of work.

All levels have their respective duties and authorities and have been divided into several more sections or divisions. PT. Adi Jaya Lima Pradana has clearly defined the duties and authority of each division. The organizational structure is created for the benefit of the company by placing competent people according to their respective fields and expertise. An organizational structure that is structured according to company characteristics will be very beneficial for the company's operations.

2. Cost budget prepared for management level tips According to Mulyadi (2016: 512), because each responsibility center formed in the organization has different characteristics from each other, budget preparation is not based on the control characteristics of each responsibility center whose performance is measured. This results in inappropriate behavior *(dysfunctional behavior)* in the responsibility center manager in implementing the budget.

The existence of a budget is very necessary for a company to know how much is needed in each part of the company to finance all of the company's operational activities. Having a budget in the company can help management prevent irregularities in the use of company funds. The company is structured in such a way that the authority and responsibility of each manager is clear. A budget requires a good organization, where each manager knows their respective authorities and responsibilities. This way, if something happens that is not in accordance with what was planned in the budget, it will be easy to determine who is responsible.

At PT. Adi Jaya Lima Pradana uses a *bottom-up approach in preparing the budget.* The *bottom-up* approach is an approach that involves employees and managers at the departmental level preparing budgets for each department. Each manager must submit a draft budget that falls under their respective responsibilities. These budget drafts are then combined and harmonized with each other by the budget committee. Any changes made to the draft budget must be negotiated with and notified to the manager who prepared the budget so as to create their role and commitment in achieving the targets set. PT. Adi Jaya Lima Pradana in the budget preparation process, each manager participates in preparing their respective budget, and therefore each will be asked to be accountable regarding the realization of the budget.

The budget preparation process is basically a process of determining roles in achieving company targets. In the budget preparation process, it is determined who will play a role in carrying out activities to achieve company targets.

3. Classification of costs according to whether or not they can be controlled *(controllability)* of costs by certain management in operations.

The occurrence of costs in a responsibility center is not always the result of decisions taken by the manager of the responsibility center concerned. Because not all costs that occur in a responsibility center can be controlled by the manager concerned, in collecting and reporting costs for each responsibility center, uncontrolled costs must be separated. Separating controllable costs from uncontrollable ones is very important to establish a responsibility center that is responsible for realizing deviations from a budget. Not all costs that occur in a section can be controlled by the responsibility center manager, so only controlled costs must be controlled. Controlled costs are costs that can be significantly influenced by a particular manager. If a cost can be significantly influenced by more than one manager, a problem of dual responsibility arises.

At PT. Adi Jaya Lima Pradana has not separated controlled and uncontrolled costs sufficiently so that managers have not been able to measure the performance of the employees concerned. So it is difficult to determine actual responsibility for deviations from a budget. Controlled costs are costs that can be increased or decreased based on certain business decisions. In other words, management has the power to influence these forces. Uncontrollable costs are costs that cannot be increased or decreased based on business decisions. With katalin these are costs that managers cannot influence.

4. There is a structure of company account codes that are linked to the control authority of the responsibility center.

According to Mulyadi (2016:102), there are 5 methods for classifying account codes in assigning account codes, namely:

A. Numerical or alphabetic sequence code *(numerical-or alphabetic sequence code)*
B. *numerical* code
C. *Group numerical* code
D. Decimal number code *(decimal code)*
E. The sequential number code is preceded by a letter *(numerical sequence preceded by an alphabetic reference).*

Account codes can make it easier for managers and cost center organizational units to know which estimates are responsible. Providing account codes for account classification is necessary because it makes it easier to find the desired accounts. Classification of account codes at PT. Adi Jaya Lima Pradana has been linked to the responsibility center within the company. In this way, existing account codes reflect the authority of the responsibility center and are able to provide information regarding the location where costs occur and the manager responsible for these costs.

At PT. Adijaya Lima Pradana has carried out coding in its operations. The coding system used at PT. Adi Jaya Lima Pradana is a block numeric code *(block numerical code).* With the account code, a transaction can be traced back to the responsibility center where the costs occurred because the account code also contains the code of the responsibility center in question.

5. Cost reporting system to responsible managers *(responsibility reporting)*

The cost accountability report is intended to enable each manager to control costs. Accountability reports can provide information to managers regarding the results of work implementation in the areas they are responsible for, besides that they can also encourage managers to prepare the necessary actions to improve work implementation.

According to Mulyadi (2016:194) cost accountability reports are prepared on the following basis:

A. The lowest level given this report is the section manager level.
B. The lowest level managers are given a cost accountability report which contains details of the actual costs compared to the cost budget they have prepared.
C. Upper level managers are given a report regarding their own responsibility center cost center, a summary of the realization of costs incurred by managers under their authority, which is presented in the form of a comparison with the cost budget prepared by the respective managers concerned.
D. The higher you go, the more concise the cost accountability report is presented.

At PT. Adi Jaya Lima Pradana, the cost accountability report is measured by comparing the actual costs with the predetermined budget. The performance of the cost center in this company is assessed through a comparison between the budget and actual costs during the one year budget period that has been determined. The smaller the deviation that occurs, the better the performance of the manager responsible for that section.

At PT. Adi Jaya Lima Pradana has divided into several divisions. Each of these divisions has its own duties and authorities. Each division will be responsible for the tasks and authorities that have been determined and will later be accountable to the highest manager and will provide an assessment of its performance within a certain period. In PT. Adi Jaya Lima Pradana budget creation or preparation is carried out by the divisions, namely in the administration section it will be prepared by the finance department staff and will be submitted to the administration/finance director and the coordination section will be prepared by the technical/operations section staff and approved by the director. engineering/operations and then the director of administration/finance and technical director of operations will seek approval from the main director of the company.

From the explanation above, the application of responsibility accounting as a tool for assessing cost center performance at PT. Adi Jaya Lima Pradana can be concluded that PT. Adi Jaya Lima Pradana has not fully implemented responsibility accounting properly. This can be seen from the incomplete implementation of responsibility accounting as a tool for assessing the performance of cost centers at PT. Adi Jaya Lima Pradana is implemented. Namely, for the indicators of controlled and uncontrolled costs, the manager has not made a report on the separation between controlled and uncontrolled costs, while other indicators such as organizational structure, cost budget, classification of controlled and uncontrolled costs, account code arrangement, and cost reporting system have been implemented. well within the company.

Conclusion

Accounting is a process of identifying, recording and communicating all economic transactions and entities or companies. Responsibility accounting is a system used to measure each responsibility center according to the information managers need to operate their responsibility center as part of the management control system. From the research conducted by the author, it can be concluded that PT. Adi Jaya Lima Pradana has not fully implemented responsibility accounting. This can be seen from the fact that responsibility accounting indicators as a cost center performance assessment tool have not yet been fully implemented.

In terms of controlled and uncontrolled cost indicators, the manager has not made a separate report between controlled and uncontrolled costs, while other indicators such as organizational structure, cost budget, classification of controlled and uncontrolled costs, account code arrangement, and cost reporting system have been implemented properly. good in the company. Thus, the hypothesis can be accepted, namely that it is suspected that the implementation of responsibility accounting has not been implemented as a tool for assessing the performance of cost centers at PT. Adi Jaya Lima Pradana.

References

[1] Abdullah, Rudi. 2018. *Implementation of Responsibility Accounting with Budgets as a Cost Control Tool: Case Study on CV. Baubau's Brilliant Commercial Image.* Accounting Study Program, Faculty of Economics, Muhammadyah University of Buton.

[2] Audy, Alveria. 2013. *Implementation of Responsibility Accounting in Cost Centers: case study at PT. PT. Nature of True Grace.* Faculty of Economics and Business, Dian Nurwantoro University, Semarang. Journal 19682

[3] Anggara, Sahya and Li Sumantri. 2016. *Development Administration Theory and Practice.* Loyal library, Bandung

[4] Anthony, R. N and V. Govindarajan. 2009. *Management Control Systems.* Volume 2. Salemba Empat, Jakarta.

[5] Azwar, Saifuddin. 2007. *Research Methods.* Learning Library, Jogjakatra

[6] Basuki, Heru. 2006. *Qualitative Research for the Human Sciences.* Jakarta.

[7] Dubiah, Firdaus A., Abdullah, Wasilah., and Sasongko, Catur. 2021. *Cost Accounting* .Fifth Edition. Salemba Empat, Jakarta.

[8] Halim, Abdul., Achmad Tjahjono., Muhamad Fakri Husein. 2009. *Management Control System.* Yogyakarta: UPP STIM YKPN.

[9] Harnanto. 2021. *Basics of Accounting.* Andi Publisher, Yogyakarta.

[10] Hansen and Mowen. 2009. *Management Accounting*. Edition Seven. Salemba Empat, Jakarta

[11] Hansen and Mowen. 2016. *Management Accounting*. Edition Eight. Salemba Empat, South Jakarta.

[12] Harry. 2015. *Introduction to Accounting Comprehensive Edition.* Publisher PT. Grasindo, IKAPI Member, Jakarta.

[13] Harry. 2017. *Accounting Theory Concept and Analysis Approach.* Jakarta: Publisher PT. Grasindo Member of IKAPI, Jakarta.

[14] Horngren., Harrison., Bamber. 2009. *Index Accounting*. Jakarta.

[15] Hutabarat, Metria Imelda. 2020. *Application of Responsibility Accounting as a Performance Evaluation Tool: Case Study at PT. Mount Selamat Lestari, South Labuhan Batu.* STIE ITMI Medan Maksitek Scientific Journal, Vol. 5 No. 3: 57-58.

[16] Lubis, Hanafia Fadil., and Suzan, Leny. 2016. *The Effect of Implementing Responsibility Accounting on Managerial Performance: Case Study of the Company PT. North Sumatra Plantation.* Journal of e- Proceedings of Management, Vol. 3 No. 3: 1523.

[17] Mustofa, Lutfi. 2012. *Monitoring and evaluation of concepts and achievements for student development.* Print 1. UIN-MALIKI Ptress, Malang.

[18] Mulyadi. 2016. *Cost Accounting*. Edition Four. YKPN College of Management Sciences, Jakarta.

[19] Mulyasi. 2016. *Management Accounting, Concepts, Benefits and Engineering*. Edition 3. Salemba Empat, Jakarta.

[20] Son, Indra Mahardika. 2021. *Complete Introduction to Accounting and Taxation.* Quadrant Publisher, Yogyakarta.

[21] Son, Indra Mahardika. 2018. *Cost Accounting.* Quadrant Publishers, Yogyakarta.

[22] Rachmina, Dwi. 2017. *Management Accounting*. Fourth Printing. Polimedia Publishing. Jakarta.

[23] Rudianto. 2013. *Information Management Accounting for Strategic Decision Making.* Erlangga, Jakarta

[24] Salman, Kautsar Riza. 2016. *Management Accounting: A Tool for Measuring and Making Managerial Decisions.* Index, Jakarta.

[25] Samryn, LM .2015. *Management Accounting: Cost Information for Controlling Operating and Investment Activities.* Third Printing. Prenadamedia Group, Jakarta.

[26] Siagian, P. 1970. *Administrative Philosophy.* Grahlia Indonesia, Jakarta

[27] Soegijanto and Rahmaniar, Ani .2016. *Introduction to Basic Accounting 1 Accounting Cycle for Service Companies.* In Media Publisher, Bogor.

[28] Sujarweni, V. Wiratna. 2015. *Cost Accounting Theory and Application.* Pustaka Baru Press,

Yogyakarta.

[29] Sujarweni, V. Wiratna .2021. *Management Accounting Theory and Applications*. Second printing. New Library Press. Second printing, Yogyakarta.

[30] Susilowati, Lantip. 2016. *Proficient in Accounting for Service and Trade Companies.* Publisher Kalimedia, Depok Sleman Yogyakarta.

[31] Utari, Dewi., Purwanti, Ari., and Prawironegoro, Drasono. 2016. *Practical Approach Management Accounting*. Edition 4. Mitra Wacana Media Publisher, Jakarta.

[32] Utami, Indah AT, Zulfikar., Dwiarlyiani, Novia,. 2021. *Application of Responsibility Accounting as a Cost Center Assessment Tool: Case Study at PT. PLN (Persero) UPDK Mahakam.* Journal of Multi-Dimensional Accounting (JAMDI), Vol. 2 No. 2: 276-285.

[33] Zamzami, Faiz and Nabela D. Nabela. 2016. *Introductory accounting 1*. Gaja Mada University Press, Yogyakarta.