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**THE SUCCESS OF THE ENTERPRISE RESOURCE PLANNING (ERP)
SYSTEM IN MOBILE COMMUNICATION OPERATOR BRANCH OFFICES**

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Abstrak

Penelitian ini bertujuan untuk mendiskripsikan penerapan sistem informasi berbasis enterprise Resource Planning dalam mengelola penjualan yang ada di salah satu kantor cabang salah satu perusahaan BUMN operator telekomunikasi seluler di Indonesia. Peneliti juga bertujuan memberikan solusi terhadap masalah dalam penerapan sistem ERP untuk mewujudkan tujuan perusahaan. Penelitian ini memakai kualitatif deskriptif dengan menggunakan indikator kesuksesan sistem oleh DeLone & McLean (1992). Metode pengumpulan data diperoleh dari hasil observasi, wawancara, dan dokumentasi. Hasil penelitian menunjukkan bahwa penyebab ketidakkesuksesan sistem informasi berbasis enterprise resource planning dikarenakan adanya gangguan jaringan yang error, adanya double entri, serta kurangnya pelatihan tentang penggunaan sistem. Untuk mencapai tujuan perusahaan, seharusnya perusahaan tidak menunggu terlalu lama untuk mengganti sistem yang dinilai tidak sukses dan kantor cabang segera memberikan masukan serta melaporkan keluhan sistem kepada kantor pusat. Sistem yang seharusnya menyesuaikan kebutuhan manusia, bukan manusia yang bekerja ekstra untuk menyesuaikan diri kepada sistem.

Kata kunci: sistem informasi akuntansi; siklus pendapatan; sistem pelaporan terintegrasi

INTRODUCTION

In today's new era, the increasingly sophisticated advances in information technology among companies have resulted in the easier for companies to access information for decision making, such as sales. Companies must be right in making decisions in using the information systems needed to achieve a target previously expected [1]. Furthermore, the accuracy of management's decision making can be seen from the increase in profit sales.

For example, PT TS is ranked first as the selected operator in four groups, namely video expertise, download speed, upload efficiency, and processing for communication services in Indonesia [2]. The following is the profit chart for 2019 from the financial statements at PT TS in million rupiah:

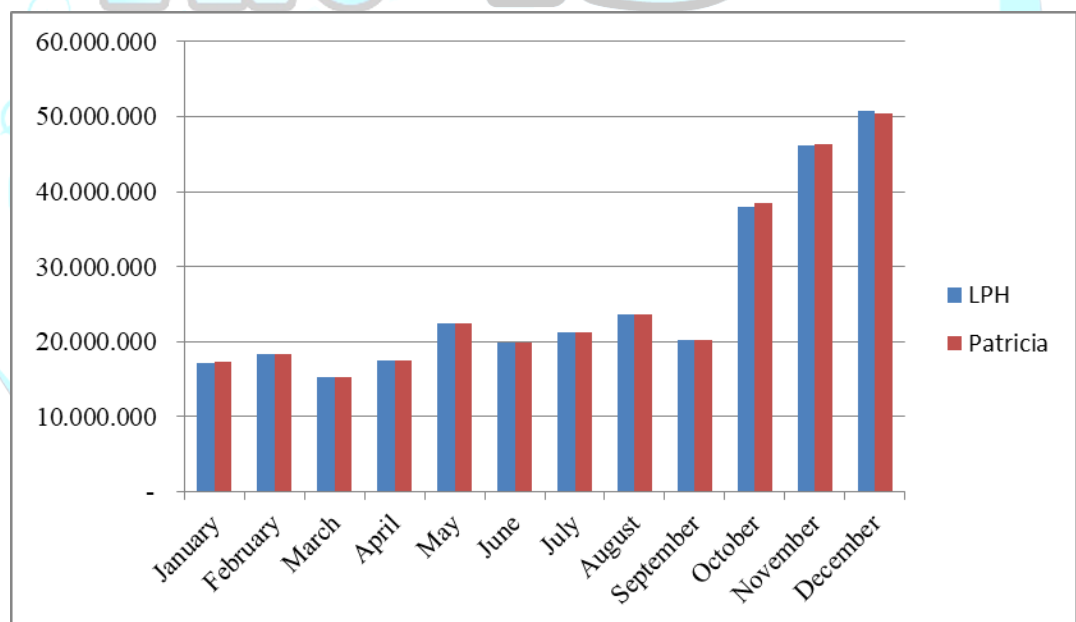


Figure 1. Graph of PT TS sales data in 2019

It can be seen in the tabulation above that in 2019, PT. Grapari Telkomsel increases from month to month. This has attracted further research on the success of ERP. Position of PT. TS Madiun is very important because the branch that handles the

areas of Madiun, Nganjuk, Kediri, Pare, Caruban, Jombang, Bojonegoro and Padangan. The extent of the business area certainly involves a business process that is not simple.

In carrying out its operations, companies need an information system that meets their needs, namely Enterprise Resource Planning (ERP). Based on [3], this composition is a system that integrates all aspects of organizational activity, from procurement, production, sales, payroll, purchasing and to human resource management (HR). This system is a system with the latest steps for management to take decisions as well as a tool to simplify reporting. Information management system of PT. Previously, TS was still done manually which still needed books and so on, now only by entering the database the manager can collect all of its resources more quickly, effectively and transparently to see the required reports.

According to [4] the system can be interpreted as a tool to make it easier for users. A system is said to be successful if the system has six important measures of successful data composition categories, namely system capacity, information capacity, usage, user satisfaction, individual influence and institutional influence. The success of the system is closely related to user support [5]. A newly implemented system will take time for the user to implement it properly. That way, there is a need for training to support success in implementing an ERP system. The system in the sales department is very important because the company gets revenue from sales activities.

[6] shows that the applied Oodo software can be successful in accordance with existing business procedures in pharmacies. Functionally, the applied software has got the output required by pharmacies. [7] using the theory of the success of the DeLone and McLean system [4] shows how SAP BI in a small and medium enterprise can be said to be successful. All elements in these six aspects in this reference have a good effect on the user and as an aspect of the success of the SAP BI information component, but there is one factor that has a bad effect, namely the aspect of integrity in the aspect

of data quality. The similarity element really requires full care, so that it doesn't have an impact on the results of use and user satisfaction.

[8] show that ERP design by synergizing computer technology assistance in the form of Hypertext Preprocessor (PHP) programming code, HTML and Models, View and Controller designs forms a combination that can apply transaction methods proportional to interests so as to advance usability and efficiency operation. [9] show that the companies studied are using outdated SAP ERP hardware, data entry errors at the beginning of the process can cause the whole process to be interrupted due to using an inadequate server. [10] show that an Enterprise Resource Planning (ERP) system can be integrated through company business processes through the Openbravo application with application configurations which include sales, production, procurement, storage and financial processes, thereby saving time on business process and get increased company business profits. Previous research only focused on the system used, so the authors focused on the effectiveness of implementing ERP systems in companies that have just used an ERP system for 3 years from now by linking the system with system users such as sales departments, employees and management and the extent to which employees can use them.

PT. TS is a company engaged in information and communication that provides products, services and telecommunications links. PT. TS is a subsidiary of a state-owned company. PT. TS Madiun implemented an ERP system three years ago. The implementation of this ERP system is expected to make it easier for users to operate. This system combines all available information in the company so that it is expected to make it easier for employees to access various information and improve communication in the company. However, the ERP system is implemented by PT. TS Madiun is still not effective because there are still weaknesses in the application of the system, namely in the accuracy of processing the data obtained. Not all systems used in

a company are successfully implemented [5]. Based on the above explanation, the researcher is interested in studying the implementation of an enterprise resource planning (ERP) -based information system on sales at PT. TS Madiun.

RESEARCH METHOD

The research method used by the researcher is a descriptive qualitative method, namely the researcher tries to solve the problem based on the data that has been found in the field during the observation to determine the application of enterprise resource planning at PT. TS. Primary data is obtained by observing the information and technology department as an information system manager, sales department, and management. Interviews were conducted with the IT Division, Sales Support Manager, sales supervisor, financial supervisor with a list of questions in Table 1. Secondary data used are in the form of company records such as financial reports and ERP displays. The triangulation used is the triangulation of sources and techniques.

Table 1. List of questions

No	Dimension	Question
Enterprice Resourse Planning (ERP) [4]		
1.	Convenience of Access	With the use of the new system, do users feel comfortable and helpful?
2.	Timeliness	Does the data processing take a long time?
3.	Reliability	Can the data obtained be trusted by using the system?
4.	Accuracy	Are the data provided by the system absolutely accurate?
5.	Ease of Learning	Are there any obstacles in understanding ERP-based systems?
6.	System Flexibility	Isn't it flexible with the use of your own ERP system?
7.	Innovation	Does this system lead to innovation?

8.	Weakness	What obstacles often occur in using the system, such as errors or the like?
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System Implementation Risks [11]

1.	Cultural Change	Is there any special training on the system?
2.	ERP System Selection	By choosing an ERP system, is it in accordance with the company culture and business processes?
3.	Selection of Consultants	How do companies choose consultants who are competent for ERP system problems?
4.	Cost	What about the costs incurred in proportion or not with the income earned and the risk of unexpected costs?

RESULT AND DISCUSSION

Implementation of the ERP system at PT. TS

PT. TS in the implementation of ERP involves several functions that are authorized and responsible for the effectiveness of implementing the ERP system. The results of interviews with related informants, namely: IT Division, Sales Support Manager, direct sales supervisor, finance supervisor. Implementation of the ERP system at PT. TS was implemented in 2017. All employees received training at the beginning of use / training to be able to implement the system. SAP application is carried out to all employees who are still in the learning stage to use the system. SAP is website and android based so everything will be managed in the system.

According to [7], the real-time SAP system allows financial reports to be generated quickly so that management is aware of faster business developments. The advantages of the SAP system can provide relevant information according to the needs of users and each department such as the sales department and the finance department in data processing. According to [12] that data processing using information technology

often causes problems such as missing data, data processing accuracy, and production processes that are hampered, so that it will have an impact on the slow delivery of information and frequent errors and system users have not mastered all applications. and still need a lot of training to be able to improve the quality of existing human resources in the company.

Implementation of the ERP system on sales made at PT. TS starts from the target breakdown, data entry, storage and release of goods. As for the existing systematic sales steps at PT. TS is as follows:

1. The company first performs a breakdown target to the system.
2. The leader will ask the admin to prepare the items in the warehouse according to the target of each section.
3. The warehouse admin will input the goods according to the allocation determined by the leader.
4. After the admin part inputs the item data according to the allocation then the admin section distributes it to the team concerned.
5. The team takes the allocated allocation to the admin section and then new goods can be bought and sold to customers.

Based on the steps above, there are 2 types of sales made by PT. TS, namely:

1. Direct selling. In direct selling, it focuses on customers, namely sales employees at PT. TS will directly serve conditional customers, the service focuses on the socialization of the product itself as well as the product identifier for the promo that applies to customers.
2. Indirect selling. Indirect focuses on outlet whose sales directly to users in the sales department will distribute goods to be sold by outlets without having to serve directly to buyers as well as differences in promos for outlets because they are classified as third parties who distribute directly to customers. Indirect and direct sales data systems will

be recapitulated manually or to the system. The data recapitulation will automatically enter the system through the system user to the server which in processing can be directly used by the relevant divisions such as finance, sales, and operators

Posts are carried out every day by accounting officers, sales administration affairs using computer and android applications and as a source of proof of receipt of sales results.

Ineffective ERP System Implementation in Sales at PT. TS

Implementation of the ERP system at PT. TS is still not effective because there are still obstacles in its implementation, namely the accuracy of the resulting data processing due to double input. The implementation has only been running for three years, there is one part where the input does not match between one part and another so that there is an unsynchronized data input. At the time of closing the book or reconciliation, a comparison will be seen that does not match the report entered between the divisions. In addition, there are other obstacles experienced by PT. TS originating from the network error.

An ineffective system will result in errors in decision making by management which have the impact of reducing sales at PT. TS, as well as not achieving company goals. Therefore, the system is said to be effective if the sales input data in the system matches the manual sales data. Implementation of an effective system can improve data accuracy so that management can make appropriate decisions in sales management at the company.

Based on the results of this study indicate the level of effectiveness of the sales system at PT. TS is still classified as lacking, this is due to an inadequate system and lack of human resource capacity in managing data into the system. The solution that needs to be applied is the existence of training to improve human resource capabilities with company needs supported by a system that has been implemented previously.

This proves that the application of the system carried out by the sales department is still ineffective because there are still many obstacles experienced by users of the system. But in its application, it has met the applicable SOP at PT. TS.

According to [7], the system has data accuracy, timeliness in making financial reports, the relevance of information needed by users in each department, and the format for using item codes. These goals can produce efficient work, planned according to the company SOP. Existing applications at PT. This TS is not yet effective because it is not in accordance with the expected objectives, so that this ERP system does not yet have a plus for the company and is efficient in reporting.

The benefits of ERP are many, but these benefits cannot arise without the constraints experienced by the company. An ERP system is not a system that is easily implemented by several companies in overcoming problems in company operations. PT. TS has other constraints regarding costs. The costs incurred for using the ERP system are very expensive, so the company is burdened with costs if in the company there are many users operating the ERP system and there are costs that are not calculated or estimated such as training, software that must be upgraded or damaged hardware.

System success for users and organizations

Based on the results of the interviews obtained, the researcher will explain that the success of the system for users and organizations depends on the training received, the timeliness of the results of data processing, and the accuracy of the resulting data.

1. Easy users in implementing ERP systems

The use of the ERP system by PT. TS really feels easy and is assisted in accessing the required data so that it can assist in inputting data to the system. This is in accordance with the results of interviews with informants as follows:

"Very helpful and comfortable with the use of this system, because it can simplify the task of inputting sales data." (Finance Supervisor)

"The use of this system is very helpful for users such as the financial department, monitoring stock is better monitored, avoiding fraud, monitoring the performance of employees." (IT Division)

"It really simplifies the system of sales and human resources in the field and the administration department. With this system the company can provide conclusions to provide what production will be carried out in the next month or two." (Supervisor Direct Sales)

"The use of the system is very helpful in the company's business operations." (Sales Support Manager)

The conclusion of the interview results from the informants shows that the use of this new ERP-based system makes it very easy and helps users in data input and data processing.

2. Problems and constraints in implementing ERP systems

ERP systems on sales at PT. TS is still ineffective, where in the application of the system there are still problems, such as frequent errors in the network, double input, different discount list price fixing which can have an impact on the inequality of the data obtained. This will hinder managers in making decisions on sales, while the financial supervisor will work twice due to differences in data obtained from the system which results in inaccuracies and unsynchronization between manually generated financial reports and the ERP system. This is in accordance with the results of the interview:

"There is still trouble in the system so it cannot be used as a continuous reference in the system, so there needs to be a manual assistance book for financial reporting." (Finance Supervisor)

"There must be a problem, the system being used is still experimental, so we make the system according to user needs. The

problem with the system itself is trouble and the processed data will be double input." (IT Division)

"There are still obstacles in implementing the ERP system, namely uploading from a manual by the admin section with a typo, updating the system, not connecting between systems due to the signal network." (Supervisor Direct Sales)

"There are still obstacles in the system. The first one depends on the network, the second is that there are several instrumentals that change frequently. Third, there is a change in the sales system at the head office, which was previously good, then from the center it is changed again into a new system automatically everything changes. Fourth, there is an error problem. The fifth is the dissimilarity of data during the input process." (Sales Support Manager)

3. SOPs in implementing ERP systems

The company has implemented an ERP system based on SOPs in its operational activities. This is in accordance with the results of the interview:

"There is an SOP in the implementation of the system both systematically and manually." (Finance Supervisor)

"There is an SOP in this new system but in reference to the SOP for the system it is still the old SOP, we only add a few SOPs to this new system." (IT Division)

"There are operational standard SOPs such as flowcharts, technical between the divisions, systems between systems that are integrated between input from the admin to the server." (Supervisor Direct Sales)

"There is an SOP in the implementation of the system listed in KD." (Sales Support Manager)

4. Special training in the use of ERP systems

The company has conducted special training for ERP system users at PT. TS before the system was implemented. This is in accordance with the results of the interview, namely:

"There is training at the head office before implementing the SAP." (Finance Supervisor)

"There was training during the initial training before using the system, but the training was only at the beginning so it was less effective and efficient." (IT Division)

"There are trainings such as training, tutorials, mentoring until you can use the system itself." (Supervisor Direct Sales)

"There is training in using the system." (Sales Support Manager)

5. Punctuality in data processing

Data input in processing is still not on time but in the data that is needed at any time if there is a problem there is a manual recap that has not been input to the system. This is in accordance with the results of interviews with informants, namely:

"Not on time if there are still problems such as errors in the system network." (Finance Supervisor)

"The timeliness is based on inputting the processed data into the system. If the system does not experience an error, it will speed up the results of the data obtained and vice versa." (IT Division)

"The timeliness is based on the customer. There is a manual recap that has not been input into the system as a basis for service to customers and internally." (Supervisor Direct Sales)

"The time accuracy in data processing is still long because it is still manual." (Sales Support Manager)

6. Accuracy of data obtained through the ERP system

Data management is done manually and in a systematic manner which can cross-check the data inputted with the resulting data. This is in accordance with the results of interviews by informants, namely:

"The data processed by the system is not necessarily valid, therefore it is necessary to have manual help books." (Finance Supervisor)

"The data obtained is usually double input, therefore a manual data book is needed. If the manual data book is lost, the company cannot." (IT Division)

"The data is definitely accurate but the name of the system must have an error, so a manual is needed. The data that the system processes must be accurate because the level of accuracy is high compared to manual because we still have to input data manually which results in inaccuracy." (Supervisor Direct Sales)

"The data obtained is not necessarily valid or accurate because if there is a problem, the data can double during the data entry process." (Sales Support Manager)

The conclusion from the interview results is that the implementation of the ERP system cannot guarantee that the data obtained will be accurate because there is a disturbance in the system resulting in cross-checking the results obtained.

CONCLUSION

Based on research conducted at PT. TS is related to the implementation of the ERP system, it can be concluded that the system is not successful because there are still

many obstacles experienced in the implementation of the system, such as: there are still unsynchronized data processing in the sales department with the results obtained, network errors, and double entries. There is a lack of further training in the use of the system where training is only given at an early stage. The limitation of this research is that this research cannot observe and document the SAP system which is caused by the company's licensing in obtaining data.

The suggestion for the company is to conduct continuous training and supervision from the head office in order to support the achievement of a planned company goal and the user will be increasingly familiar with the database system and its protection. In addition, the company should not have waited 3 years to replace the system. Branches must immediately report complaints to the center so that they can be corrected immediately. Suggestions for further research are researchers are expected to conduct research on: (1) the new 2020 system at PT. TS with data support for ERP system users, or (2) the DJPOS system on sales at PT. TS.

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