

Strategic Planning of Stakeholders Involvement on Human Capital Support at a Holding Company

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Abstract

The influence of Stakeholders is raised on the holding as an external and internal influence. This influence is used as input to the SWOT-analysis to be combined with the strategic planning of the holding, where the strategic planning is generated from the stages of the existing management strategy. The results of the SWOT-analysis are used as input for holding or companies in general in the formulation of Long Term Strategic Planning (LTSP). This formulation is made every 5 (five) years as a result of top management meetings consisting of: Directors, Commissioners, LTSP-teams, and several personnel from internal stakeholders. The Long Term Strategic Planning is elaborated by each directorate, including the HCS directorate, in a meeting involving the heads of the directorate work units. The results are formulated into several items in the Annual Work Program for each department. Some of these items were discussed by all members of the division within the department. The results of the division-level discussion for each work program item are generally represented as a Task Force Group from a dynamic division. The mention of the Task Force Group is used as the name for the organizational structure for the level below the department. Holding for this research is selected in a company with the main producer from mining and then processing it into basic building materials. This company was founded more than 50 years ago. Initially this company was established as a business unit for collecting community mining products. The current holding condition with 7 (seven) departments controlled by the Human Capital Support Directorate, which consists of: Human Capital Policy and Strategy Department, Human Capital Services Department, Performance Management and Talent Department, Corporate Learning and Development Department, Legal and Risk Management Department, Governance and Compliance Department, Business Process Management Department. Dynamic Task Force Groups following the results of the SWOT-analysis mentioned here include: Key Performance Indicators, Performance Excellence, counselor to the poor performance employees, and new recruitment methods.

Keywords

Annual Work Program, Long Term Strategic Planning, Strategic Planning, Task Force Group

1. Introduction

Economic concept from early with jargon, trading was asked profitable by buying goods as cheap as possible and selling them as expensive as possible. Jargon was developed to build storage keeping goods for selling at the right time with double profit. The next after, jargon as concept was added to build relation, expanded networking, and multiple customers for buying and selling order as much as possible. Information technology and investment were completed to support economic concept with others science for practical application. Information technology was prepared to change paradigm and action pattern in trading. The goods had not to be surrounded by traders but enough stay in the special and maybe hidden place. Trading goods information could be given to customer without face to face, from Karya, (2014). For the beginning after world war-2, there was two thinks aim to survive as called economic consideration by calling: profit taken as much as possible, and making expenditure as less as possible. For the beginning of twentieth century, economic science in the developing country or colonized country could be classified into three famous economic scopes: accounting, management, and development study.

Strategic role was raised far before joined in economic scope. Thirteen art strategies of war in China was already done by Sun Tzu as follows: strategic planning with leadership and estimation, human resource for competitif action, wisdom for competitive strategic, knowledge for position and hitting the target, management conflict for avoid confrontation, look at time and opportunities along with structural management, situation and market atmosphere control, flexibility and adapting, observation and manuvering, pay attention in failure caused

at competitive situation, doing in offensive strategic as soon as possible, doing destruction with decision, and believe in intelligence result information, from Stan F. Lee, and A, S, Ko, (2000). The next development, strategic planning with leadership and estimation could be applied at the field beside battle strategy, for example at: corporate, company, holding, and state-owned enterprise. Strategic planning company was formed to develop company by thorough and comprehensive for mission and main purpose enhancement, from Thomas L. Wheelen, (2004). Management Economic was arised to take on the role and directly involved in others scientific and engineering.

Following practical used accounting and management economic expansion other of their management could be explained to improve as unity to: production (planning system, controlling, and supervising), marketing (survey market, research, planning, analysis, promotion product, continue handling product), Finance, Human Capital Support, Business Strategic and Corporate Development, Management, and accounting itself. They were merged into scientific management with two global aspects: theoretical dan operational management. Operational management was mentioned in the two scope types: scope type-1 for top down and bottom up approaches types, and scope type-2 for internal and external handling types. Top down approach for the example, even though for all scope type-2 as planning approach type was called Strategic Planning.

For observation, the scope of strategic planning has generally been defined as a directorate of a Company, Holding Company or State-own enterprise. HCS as an example of a company directorate was arisen from the author's interest in this issue. Human Capital was viewed as human eternal intelligence and company's resource asset. Scope example for Strategic Planning of Stakeholders Involvement on Human Capital Support at a Holding Company was detailed as follows: Human Capital Policy and Strategy Department, Human Capital Services Department, Performance Management and Talent Department, Corporate Learning and Development Department, Legal and Risk Management Department, Governance and Compliance Department, Business Process Management Department (subject: Business Process and System Management). In some companies the three departments (Governance and Compliance, Business Process Management, Legal and Risk Management) could be another directorate. HCS was needed to work following aspects for example: recruitment, personal performance evaluation, personal carrier development, working unit mapping, personal mapping, personal rotation, workplace, personal mutation, task unit, job description, job position, personal workload, and unit workload.

Stakeholder was explained as all group which influenced by company performance. Stakeholder clasification was mentioned here consist of stakeholder: the main (shareholders, privat loan, and financial institution), for continuity production (costumer, supplier, surrounding community, and labor union), for organization continuity in company (employee, manager, and non manager personil), from Joseph F. Hair, R. E. Anderrson, R. L. Tatham, (1998). For strategic planning discussion in holding company, Stakeholder could be expanded in general scope to result a good internal communication. Engagement field of stakeholders were mentioned that: government, surrounding community, employer and family, student, shareholders, Non Government Organization, Financial Service Organizer, bank, investor, supplier, distributor, consultant, contractor, labor union, people's representatives, small medium enterprises, consumer, and strategic partner.

Strategic planning was defined as: the long term comprehensive planning, to show the direction of achieving company's vision, and how resource was allocated to reach the aim to manage and mitigate uncertainly condition of environment. Strategic Planning was informed as the process: selection of the organization goal setting, strategic determination, wisdom, and strategic programs needed to achieve company goals. Strategic Planning was used by organization or company from now until the next five or ten years, from Kerznet, (2004). Benefit and role part of Strategic Planning was determined by result analysis of company at condition to: act from design making, decide business limitation, choose business fields which would developed all management level, give the company direction, setting policy and priorities for environmental change, direct and build company culture, shape corporate culture from interaction bargaining process or reciprocal communication, guard wisdom to obey the principle, maintain flexibility and stability operation, and make it easy in composing activity and annual budget planning, from Robert N. Anthony, (2021). Finally, individual strategic planning could be followed with six steps to the strategic planning process include: identifying strategic position, gathering people and information, performing of Strength, Weakness Opportunity and Threat Analysis (SWOT-analysis), formulating a strategic plan, executing a strategic plan, and constantly monitoring performance.

The eight procedure of Strategic Planning from Bufe Method with sort explanation was delivered to: summarize vision (as realization of dream), revisi mission (as operational of mission), define aim (characteristic of transformation description from Strategic Planning Team), make strategy (activities and action for next program), arranged wisdom (Strategic Planning Long Term reference), published work program, preparing budget, and create procedure. Strategic planning was desined with sort statement and explained clearly with rather detail implemented at next Strategic Planning procedure. Strategic Planning could be set by level management from: top leader, middle leader, or lower leader. Their involvement might be sorted following impact resulted, from Bambang Sugiono Agus Purnomo, Muhammad Maskan, (2015).

Making a Strategic Planning with a detailed explanation can be followed, by Arthur A. Thompson, (2003), as follows. Number one, the vision statement must be based on the statement “what your company business is”. It was answered with three questions, “Who are we” (what we can do for the company). “What we do” and “Where are we now?” (Where was compared the current position of our company with other companies). Number two, the mission statement can be stated for the long term by answering the question, “Where we are going” (what do we want our company to be). This question must be answered clearly so as not to arouse suspicion from people including shareholders. Number three, the goals as organizational or company commitment can be raised in the next stage with two questions, namely: "How will the company achieve its goals", and "how to measure the performance of implementing long-term goals later". Number four, the strategy was prepared with planning tools. Aids in strategy could be realized to include: geography expansion, diversification, acquisition, product development, market penetration, divestment, liquidation, and joint venture. Number five, the policy formulation was prepared to outline long-term goals into annual goals. Policies can be defined as activities, namely: management, marketing, finance or accounting, production, operations, research and development, and information systems. Number six, the work program can be defined as a comprehensive plan to involve the use of resources in an integrative way, including the schedule for the implementation of activities. Work programs are generally structured for a long term generally five years. Number seven, the preparation of a budget was made to plan the receipt and expenditure of money for business activities. Number eight, the preparation of procedures was carried out to get the procedures for working systematically.



Figure 1 Strategic Planning Formulation

The eight stages of making strategic planning were used as company references in general as a description and explanation of the top down management process. Statements from top down managers must be met with a bottom up management process to get statements from managers from the lowest level. But first, the manager's statement must be understood to the lowest level. This bottom-up management process was called Strategic Planning Formulation, figure-1. The implementation of the five-year work program was used as a reference for making the annual work program, called the Short Term Plan (Rencana Jangka Pendek atau Rencana Tahunan) or Annual Corporate Program. After a year of implementation, if necessary, a SWOT-analysis for each department was reviewed to ensure performance improvement and plotted in the quadrant position compare to the previous quadrant position for the next Annual Corporate Program.

2. Methodology

Methodology is the application of science that were used in a set of ways or stages (eg. research or literature review) that were passed or taken to achieve the goal of finding the truth by using certain searches and procedures according to what reality is being studied (eg. methods). A review of 5(five) aspects of the method mentioned here are: the type of research (qualitative and quantitative descriptive), the object and time of the research, research variables and operational definitions, types and sources of funds, and data collection techniques to data processing techniques, by Syafnidawaty, (2020). Qualitative research views facts or truths depending on the way the researcher interprets them as descriptive data and tends to use analysis with subjective aspects that were highlighted. Quantitative research was departed from factual data in the field which explained by theories. That were considered relevant, to support an existing theory, by Mulyadi, (2011). The type of research was conducted for this Strategic Planning Application with qualitative and quantitative methods.

This strategic planning research uses a descriptive qualitative approach, namely research whose data was expressed in verbal form and analysis without using statistical techniques. Research that often uses this method was a case study or historical, from Sangadji, Etta Mamang, (2010). This type of qualitative research was used with interview techniques from several sources, observation, and using the method of corporate

strategy which was analyzed using SWOT-analysis, from Kaleb Zwingli, (2014). The Company's Strategic Planning was formulated according to the results of SWOT-analysis of what happened in the previous operational conditions. The results of this plan were influenced, among others, by the sharpness of vision from the involvement of 3(three) main Stakeholders, some of the actors, namely: commissioners and their organs, employees, and directors of the Holding Company.

SWOT-analysis was involved a strategic planning method used to evaluate the Strength, Weakness, Opportunity, and Threat, in a project or in business venture. Analytical framework was used to help summarize in a quick and concise way the risk and opportunities for internal and external factors of any company across the value chain. Structure of SWOT-analysis was represented by a 4-box model that list Strength-Weakness from left to right at upper box and Opportunities-Threats from left to right at lower box following order. SWOT-analysis steps was descripton as follows: description of the current condition of the company's Human Capital Support, the current condition are defined in mentioning which one its Strength, Weakness, Opportunity, or Threat, the coordination of president director and others directors, with the department heads are carried out to determine the previously mentioned SWOT-value from each directorate, including Human Capital Support, description of the existing conditions for Human Capital Support is mapped to the company's position, the results are placed in the SWOT-quadrant as the company's current position (positioning) to formulate long-term strategic planning, this formula is cascaded into medium-term and short-term formulations, and this short-term formulation is embodied in the annual work program of the relevant departments. These internal handling top down outputs were resulted from SWOT-analysis, called Annual Strategic Planning usually used for application to departments and lower managements of department. Annual Strategic Planning was made in each year. It was reviewed at end of the year.

Preliminary Agreement was made by Top management with attention from Long Term Strategic Planning updated every five years. The Strategic Planning Team was formed by top management as the main step that started the creation of a work program with a SWOT-analysis. Strength business was formulated by top management considering external input, namely: partner group, Competitor, and Blocker. The top down statement from top management was used as a reference for rearranging with changes if needed to the existing internal input conditions for: strategy, company history, Human Capital Resource and Natural Capital Resource conditions, and company performance. Vision, mission, and corporate culture could be refined to apply further, if necessary. Preliminary agreement and external-internal inputs were used to make Strategic Issue in the first level. Strategic Issue for the next level was perfected by notice reports from bottom up management as follows: Impact Analysis, Commissioner State, Director State, Activity Report, Progress Report, Work Program, Audit Report, and Personnel Analysis. Each item of Strategic Issue Final had to be supported with explanation why each item was choosed. Items were arranged as Quantitative Declaration to divide in four groups for SWOT-analysis.

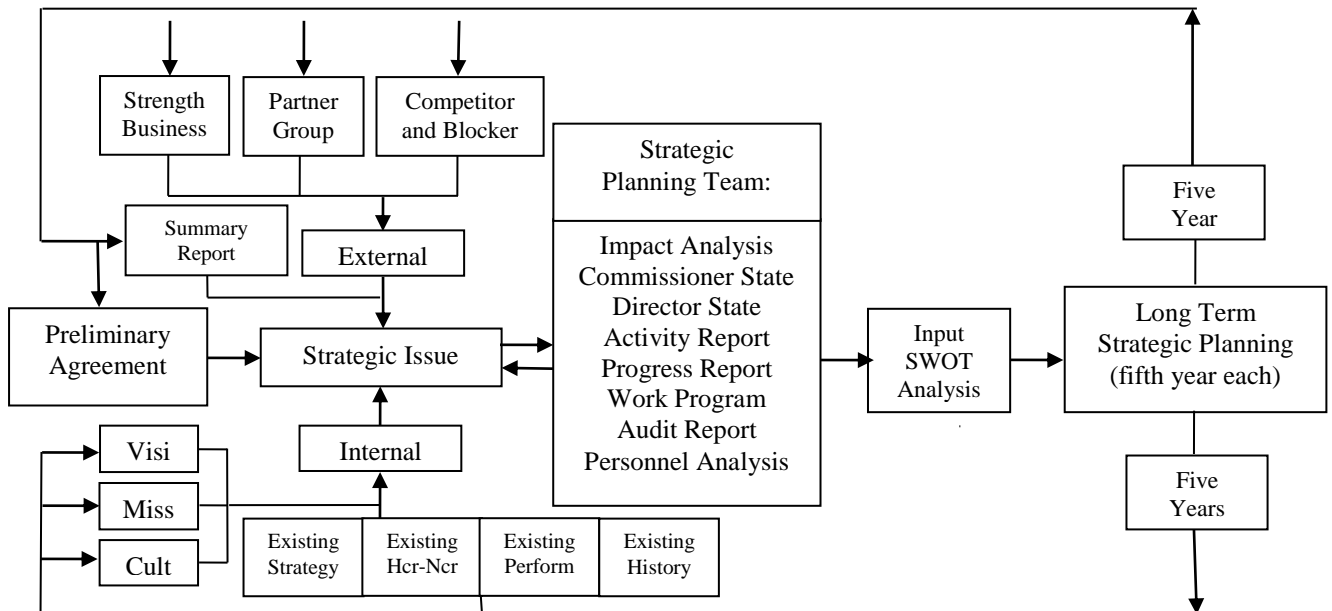


Figure 2 Fishbone Diagram for Five Years Cycle for Strategic Planning

The Quantitative Declaration for SWOT analysis should be organized into two pairs as qualitative data by the Board of Directors and Board of Commissioners (BOC-BOD), namely: the Strength-Weakness pair and the Opportunity-Threat pair. General Quantitative Declared was used at holding company for example: price competition, delivery speed, channel effectiveness, after-sales service, establish agency, up factory location deployment. effectiveness and efficiency of business process, human resource competence, product diversification, employee education level, customer loyalty, limited natural resources, electricity financing, limited energy sources, environmental regulations, voice of Non Government Organization, limited availability of raw materials, limited availability of auxiliary materials, integrity worker, skill worker, finance resource, worker capacity, export opportunity, infrastucture project growth, and integration of quality system management implementation. All of this quantitative declared must be determined in which each group, whether the Quantitative Declaration includes Strength-Weakness or Opportunity-Threat. SWOT-analysis was carried out by a holding company or Stage-Own Enterprise with the participation of members of the Strategic Planning Team, for example from: one department as echelon-1 generally numbering up to 50(fifty) people, each department includes at least 2(two) members of the relevant division, and each division is accompanied by at least 2(two) personnel. The member totaly for holding company was involved in the SWOT-analysis in 360 (three hundred and sixty) personnel, figure-2.

Final result of SWOT-analysis was declared as a one point in quadrant area location of two dimensional fuction with Strength-Weakness in x-axis and Opportunity-Threat in y-axis. The result point was obtained with all member participation of Strategic Planning Team by procedure the following below. First, the General Quantitative Declared could be placed as Statement of strategic management per Quadrant, until all General Quantitative Declared statement had been described with their position as in Strength-Weakness or Opportunity-Threat followed top management and informed to all member of Strategic Planning Team. Second, General Quantitative Declared was layed in each quadrant. It was called Strategic Management Item generally for holding company six upto ten statements per quadrant. Third, Specific Strategic Management Item statement as attention was informed by Strategic Planning Team with Board of Commissioners and Board of Directors. Fourth, six upto ten statements per quadrant of Strategic Management Item were socialized by Board of Commissioners and Board of Directors at the first attendance workshop informed Strategic Planning Team. Sixth, two selections from Strategic Management Item of each quadrant might be proposed by Board of Commissioners and Board of Directors with high levels of attention as given high score scope in the next result, for holding company or state-own enterprice propose examples: strengths in cost leadership of product and production technology, weaknesses in inventory management and establish agency, opportunity in efforts product diversification and infrastucture project growth, and threat in environmental regulations and limited natural resources.

Seventh, weighting rules of each Strategic Management Item were explained by Strategic Planning Team in generally with seven levels as numerical one up to seven following level: dominant influence (7), very influential (6), take effect (5), quite influential (4), little effect (3), less influential (2), and no effect at all (1). Each item in Strategic Management Item was weighted by 260 personnel with numerical from one to seven as behind closed. Eighth, summation of each and totally items Strategic Management Item following SWOT-group might be analyzed by three steps as follows: assume weight values for each item in one group (examples strength group) equal one hundred percent. Nineth, Each Strategic Management Item prediction values from 260 people were predicted as weight decision, assume a-value equal proportional in percentage. Strategic Management Item for each quadrant was added up in totally. Tenth, Positioning as a point of the SWOT-analysis result could be calculated as values of totally percentage from: strength minus weakness, and opportunity minus threat. Eleventh, a point following its quadrant was represented real condition positioning of the holding company as point with expressed the Main Action Plant. Main Action Plant next could be read an accordance statement that written in quadrant called Statement Strategic Management. Twelfth, Base on Statement Strategic Management, Milestone every five years of holding company was formulated by Board of Commissioners and Board of Directors included: Qualitative targets Achievement, step by step action planning, and how to achieve Milestone next handed over to Strategic Planning Team. Thirteenth, Long Term Strategic Planning every five years was produced by Strategic Planning Team after negotiated with Board of Commissioners and Board of Directors and finance condition with consisting of: Executive Summary, the New Holding Company Naration, cost allocation for each target, completed content action plant to the each directorate, and support data. Fourteenth, Long Term Strategic Planning was delivered to departments in directorate as detail intern discussion to become a Work Program in the first year. Work Program was evaluated to formulate next Work Program, and so forth.

3. Result and Discussion

Description of the current condition of the company's Human Capital Support with each description mentioning its Strength Weakness Opportunity Threat Analysis (SWOT-analysis). Then the coordination to the directors with the department heads is carried out to determine the previously mentioned SWOT-value for each

directorate, including Human Capital Support. Specifically, the description of the existing conditions for Human Capital Support is mapped to the company's position. The results are placed in the SWOT-quadrant as the company's current position (positioning) to formulate long-term strategic planning. Detail item of Work Programs were delivered in each Human Capital Division viewed as human eternal intelligence and company's resource asset. Ideal staff for one division was determined 3 up to 5 person. Divisions in Human Capital Support Directorate themselves were set as dynamic structure by name of work program and sum person in charge.

The scope of Strategic Planning has generally been defined as a directorate of a Holding Company and especially Strategic Planning for Human Capital detailed in Human Capital Support Directorate (HCSD). After all Head of Department in Human Capital Support Directorate wrote idea and proposal from members as notes, Long Term Strategic Planning as meeting input was translated to make Human Capital formula (HC-formula) and focus at Human Capital Support Directorate in problems. This formula was broken down into medium-term (three years) and short-term (one year) descriptions to handle each department program. Detail HC-formula as work program was distributed to implement at department in division program, here the actual holding company. It did not rule out the possibility, items of work program were used as name of division itself. Human Capital Policy and Strategy Department was handled work program of: organization effectivity evaluation in Human Capital Organization Development Division, create success strategy of each department in Human Capital Strategy and Regulation Division, job description establishment in Human Capital Organization Development Division, and application of corporate culture to employees in Human Capital Policy and Culture Division. Human Capital Services Department was handled work program of: remuneration system review in Human Capital Remuneration System Division, management representative of labor union problem in Human Capital Labor Service Division, employee welfare and health in Human Capital General Affair Division, personnel administration in Human Capital Employee and Administration Division, and workplace standard in Human Capital Internal Function Worthy Division.

Performance Management and Talent Department was handled work program of: competence requirement in Human Capital Competence Planning Division, number and classification of employee recruitment in Human Capital Need Analysis Division, recruitment and implementation method in Human Capital Recruitment and Apprenticeship Division, key performance indicator (KPI) Evaluation in Human Capital KPI Evaluation Division, carrier planning in Human Capital Span Management Analysis Division, employee promotion and transfer in Human Capital Promotion and Transfer Division, and making employment status letter in Human Capital Employee Status Division. Corporate Learning and Development Department was handled work program of: annual core value and competency training needs in Human Capital Operational and Certification Division, training agenda and topics of seminars or symposiums in Human Capital Training and Research Planning Division, fulfillment of holding employee professional certification in Human Capital Skill and Legal Division, and facilitate cooperation with stakeholder in Human Capital Stakeholder Cooperation Division. Legal and Risk Management Department was handled work program to ensure that the latest rules apply in Business and Corporate Legal division, act as legal consultant and handle legal cases in Legal Service Division, and Document legality management in Operational Legal Division. Governance and Compliance Department was handled work program of: good corporate governance implementation periodically in Good Corporate Governance Implementation Division, implementation of annual Good Corporate Governance assessment in Good Corporate Governance Operational Division, and review and update of subsidiary and affiliate governance documents in Governance Documentation Division. Business Process Management Department was handled work program of: assist in the preparation of a management system audit, in Management System Audit Division, planning needs and implementation of internal audit management system in Internal Audit Management System Division, assist to review the department's business process in Business Analysis Division, and corporate governance and compliance evaluation in Governance and Compliance Division.

This short-term formulation is embodied in the annual work program of the relevant departments, for examples as follows: Key Performance Indicator (KPI) as personal activity output was presented as column items form: personal name, employe ID, program activity, task weight, target, and description. Examples for program activity of list Key Performance Indicator from Performance Management and Talent Department. Then Business Process Management Department with subject Business Process was detailed the following: Business Process Review Completed on spec-on budget-ontime, Business Process Recommendation Accepted, Business Process Strategic Initiative Execution, Business Analysis depend on User Experience Design Delivered on spec-on budget-ontime, System Management Standard & Policy Completed, Good Corporate Government Score, Compliance to Integrated Management Standard, Progress Opportunity for Improvement to Action for Improvement, Change Management Initiatives Implemented, Change Impact & Risk Analysis Completed, Fulfillment of Non Conformities from Management System Audit, Management Level of Business Process Document, and Monitoring of Effectivity Implementation Management System ISO periodically.

Other company could be used Balance Scorecard and Performance Excellence to analyse Performance Employee and measure the level of excellence of business process. Balance Scorecard (Work Result

Measurement Method) was used by company as Strategy Management from customer Perspective viewpoint of employee from aspect as follows: customer relation, finance, internal business process (operation process, innovation, and service response), with condition of (family support, demography, competence), and learning and growth (training, career path, marketing instinct, salary growth). The following list ISO handled Human Capital Support Directorate was mentioned that: ISO-9000 (quality management system), ISO-14001 (environment), ISO-37001 (Anti-bribery management system), ISO-45001 (safety and health), ISO-31000 (risk management), ISO-17025 (laboratory), ISO-ISPS Code (port), and ISO-22301 (business Continuity Management).

4. Conclusion

Stakeholder involvement was positioned to review Long Term Strategic Planning (LTSP) every five years after SWOT analysis. LTSP was delivered to departments in all directorates as detail intern discussion to become Work Programs in the first year. The scope of Strategic Planning has generally been defined as a directorate of a Holding Company and especially HC Strategic Planning to be detailed in HCSD, after all Head of Departement HCSD wrote idea and proposal from members as notes to be consideration and judgement. Work Programs were evaluated to formulate for the next work programs, and so forth. Work Programs were delivered in all departement of each directorate. Detail item of Work Programs of HCSD-departements were viewed by each division as human eternal intelligence and company's resource asset. Ideal staff for division was determined 3(three) up to 5(five) person. Divisions in HCSD themself were set as dynamic structure by name of work program and some personnel as in charge of the work program.

Scope example for Strategic Planning of Stakeholders Involvement on Human Capital Support at a Holding Company was detailed as follows: Human Capital Policy and Strategy Department, Human Capital Services Department, Performance Management and Talent Department, Corporate Learning and Development Department, Legal and Risk Management Department, Governance and Compliance Department, Business Process Management Department (subject: Business Process and System Management).

Detail HC-formula as work program was distributed to apply at department as division program, here the actual holding company. This short-term formulation is embodied in the annual work program of the relevant departments, for examples: Key Performance Indicator with Balance Scorecard, performance excellence, and Management System handled.

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