

**THE IMPLEMENTATION OF PAYROLL ACCOUNTING
SYSTEM AS AN EFFORT TO IMPROVE THE SYSTEM OF
INTERNAL CONTROL**

(A Study at PDAM Kota Malang)

UNDERGRADUATE THESIS

**Submitted as Prerequisite to Accomplish Bachelor Degree (S1) of Faculty of
Administrative Science Brawijaya University**

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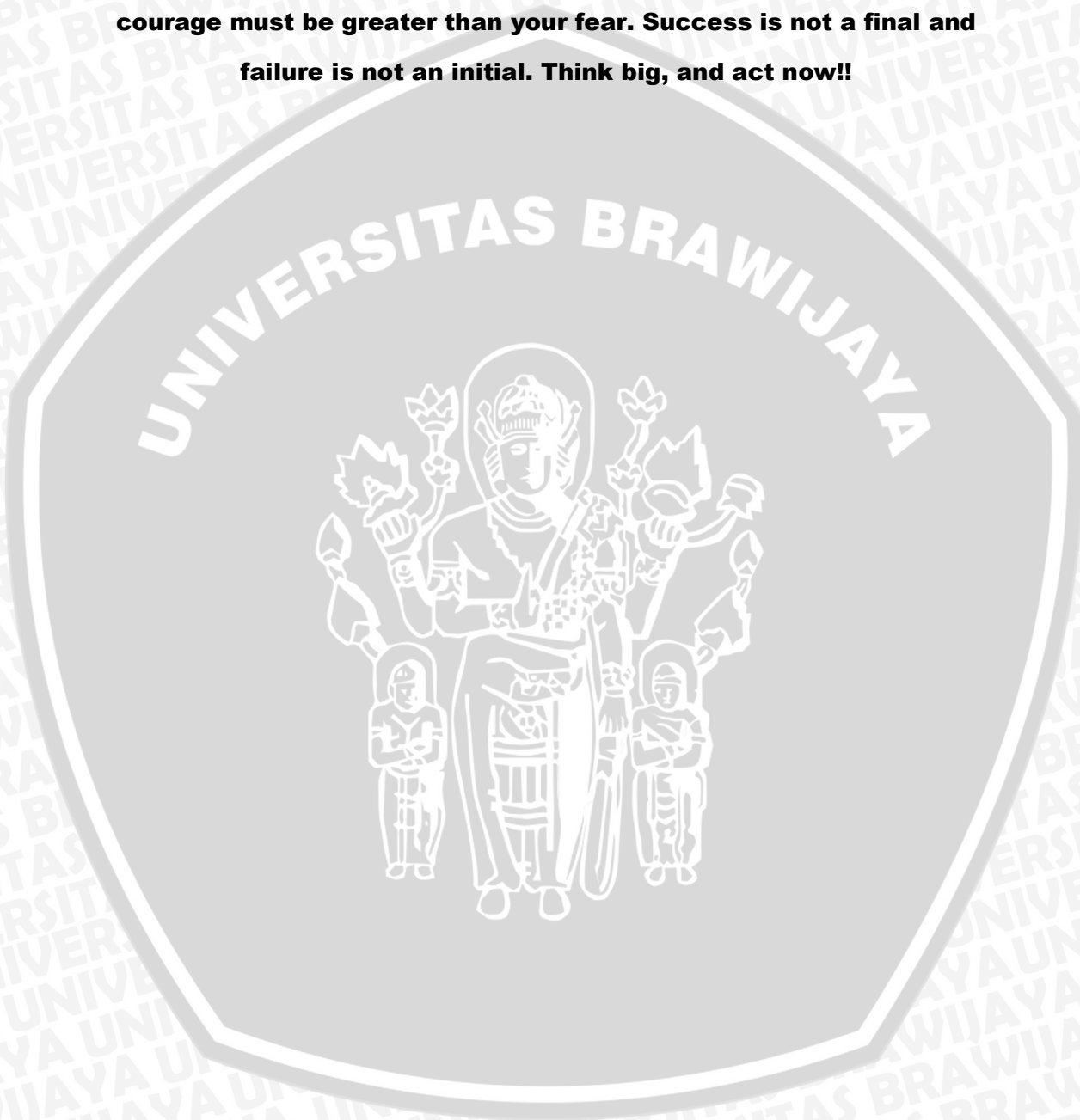
**BRAWIJAYA UNIVERSITY
FACULTY OF ADMINISTRATIVE SCIENCE
DEPARTMENT OF BUSINESS ADMINISTRATION
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MOTTO

Success is always accompanied with failure, to get a success, your courage must be greater than your fear. Success is not a final and failure is not an initial. Think big, and act now!!



DEDICATION

With love and pride.....

To my Father Murdi and my Mother Marfuah who have applied the mind, time, and energy to me and also keep supporting me until now.

Thank you very much for the great support, spirit, prayer and advice to me, may Allah SWT always bless you, father and mother.

To my sister Mindia Mardining Tyas who have giving great support and advice to me. May Allah SWT always bless you in your life.....



CERTIFICATE OF APPROVAL

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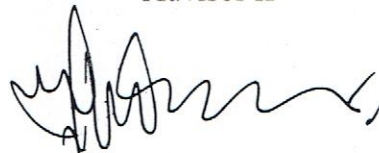
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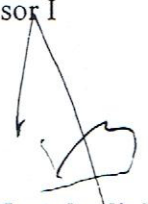
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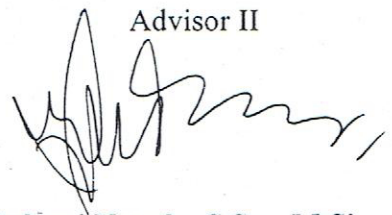
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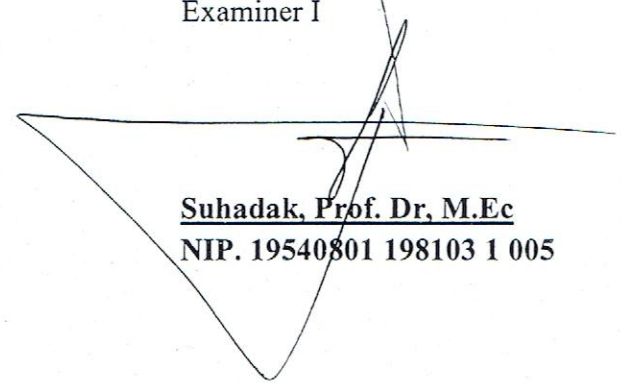
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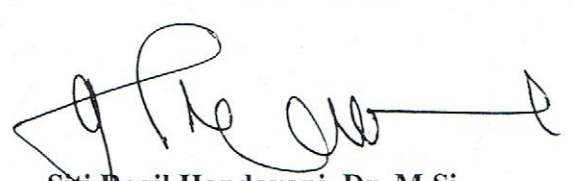
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DECLARATION

The work in this undergraduate thesis is based on research carried out to The Implementation of Payroll Accounting System as an Effort to Improve the System of Internal Control (Case Study at PDAM Kota Malang). To the best of my knowledge, no part of this thesis has been submitted elsewhere for any other degree or qualification and it all my own work except where due reference has been given.

Malang, August 13, 2014



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ABSTRACT

Fio Alfiandi, 2014, **The Implementation of Payroll Accounting System as an Effort to Improve the System of Internal Control (Case Study at PDAM Kota Malang)**. Dr. Kertahadi M.com, Nila Firdausi Nuzula. S.Sos., M.Si, 92 + xii.

The goal of a company is to achieve plan that has been set, both for short term or long term. In order to achieve that company's goal, a company is expecting to coordinate with the whole inside part of them, where the part or department must relate each other. Because of that all company activity as whole could be done effectively and efficiently. System and procedure of a company is very complex including payroll accounting system, which is the function is closely related to the employees in the company. Basically internal control system is a company way to control the intern of a company in order the company can be better. Internal control system can be adequate if the system is applied and appropriate with the goal. The well internal control of a company can be seen from the implementation of payroll accounting system. So it is important for PDAM Kota Malang to apply payroll accounting system to improve internal control, because payroll accounting system is one factor that affect the internal control of a company.

This research has the objectives to know about how does the implementation of payroll accounting system in PDAM Kota Malang, how does the implementation of payroll accounting system as an effort to improve the internal control system in PDAM Kota Malang, and providing the alternative problem solving about the obstacles in implementing payroll accounting system.

This research conducted in PDAM Kota Malang Malang, Jl. Terusan Danau Sentani No.100, Malang. Type of this research is qualitative research with descriptive approach, the sources of data in this research are primary data and secondary data, and the data collecting method are interview and documentations.

The research results show that the implementation of payroll accounting system is good and support internal control. PDAM Kota Malang have implemented the payroll accounting system. The procedure of payroll accounting system is well because involving the related function in processing the payroll. The authorization of every job is clear, mean there is an authorization in carry out the duties related to the procedure. Based on the results discussion above, it can be delivered a suggestion related to the payroll accounting system at PDAM Kota Malang among others, providing information in the salary slip that is used and providing more information related to the system that is used by describing in the flowchart.

AKNOWLEDGMENT

Praise thank to our Allah SWT, because of His bless and guidance, I can finished my undergraduate thesis entitled “The Implementation of Payroll Accounting System as an Effort to Improve the System of Internal Control (A Study at PDAM Kota Malang)”.

This undergraduate thesis is final task submitted to achieve bachelor academic title of Faculty of Administrative Science Brawijaya University Malang.

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3. Mr. Kertahadi, Dr, M.Com as my first thesis supervisor, he help me to revise this imperfect thesis.
4. Mrs. Nila Firdausi Nuzula. S.Sos., M.Si as my second thesis supervisor. She sincerely help me to revise my thesis.
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10. All of people that have support and help me, therefore I can finish my undergraduate thesis.

I also offer everyone to give some critics suggestion that read my undergraduate thesis, I wish this final thesis become useful for the reader.

UNIVERSITAS BRAWIJAYA



Malang, August 13, 2014

Fio Alfiandi

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CHAPTER I

INTRODUCTION

A. Background

The goal of a company is to achieve plan that has been set, both for short term or long term. In order to achieve that company's goal, a company is expecting to coordinate with the whole inside part of them. The part or department must relate to each other, because of that all company activity as whole could be done effectively and efficiently. Therefore a system and procedure are required to support the activities of company, thus the goal has been set by company can be achieved as the plan.

System and procedure of a company is very complex including payroll accounting system, which is the function is closely related to the employees in the company. According to Suparjono (2011:3) salaries have important role for employees as individuals because the size of salaries reflect the value of the employees work among the employees themselves, families and communities. Employee income levels will determine the scale of life and their relative income show status, dignity and price. As a result, when employees view the salary they receive is inadequate then the performance, passion, and motivation could decrease.

According to Baridwan in Suparjono (2011:2) payroll accounting system is a function, organization, forms, records, and reports on payroll to employees, which is

paid each month and coordinated in such a way to provide the financial information required by management to facilitate the management of the company. Payroll accounting system is including with payroll accounting system problem, such as the classification of payroll accounting systems, network-related functions that make up the system procedures and documents are used in the payroll process. Payroll accounting system is designed to handle transactions and payment of employee's salary and the payment. This system consists of network of procedures, which are time attendance recording procedures and working time, the procedure of creating payroll, payroll payment procedures, and the procedures of creating cash disbursement evidence.

Payroll accounting system also can reduce the existence of fraud or errors that occur intentionally or unintentionally which can result in losses for the company. Payroll accounting system can serve as a control in the activities of the company. Using payroll accounting system the company could manage the transaction of payment for the employee, thus the employee can receive their rights appropriate with their performance.

Basically internal control system is a company way to control the intern of a company in order the company can be better. Internal control system can be adequate if the system is applied and appropriate with the goal. This system is effective to avoid things like fraud both for intentional fraud or not because if there is no internal control system fraud can happen easily. Because of that, the purpose of this system to

avoid things that can make company lost. On the other words, the main purpose is to keep the company assets, verify accounting data and ensure efficiency in order to avoid irregularities in the policies that have been implemented. Thus, we can see that internal control system have an important role in company.

PDAM or Regional Water Company is one of the business units belong to the region, which is engaged in the distribution of clean water for the general public. PDAM there are in each province, a sub-province and municipality in entire Indonesia. PDAM is a local company as clean water providers which are supervised and monitor by executive and legislative local authorities. PDAM is a local company in charge of water in every region in Indonesia should further develop their employees to be able to serve well for all water demand, particularly in the area of Malang.

PDAM Kota Malang has implemented payroll accounting system in face of internal control. Payroll accounting system is one of the factors that are important for the performance of the companies. If there is a problem or fraud intentional or unintentional salary in a company, the company would not be able to run properly. From some several corporate transactions, payroll activities are important transactions in the internal control framework. Controlling the salary should be done with full accuracy and precision thus the transaction would not result in losses that would be suffered by the company. Payroll factor should receive more attention for the management of PDAM Kota Malang when applying the system of payroll

accounting,. Therefore, the authors wanted to know whether the system is used can improve the company's internal control.

With the description above, it can be said that a good payroll system can support the goals of the controlling company. Based on the description of the background, pushing the researcher to do research with the title **“The Implementation of Payroll Accounting System as an Effort to Improve the System of Internal Control”**

B. Problem Formulation

Based on description of background above, the formulation problems are:

1. How does the payroll accounting system implementation in PDAM Kota Malang?
2. How does the system of internal control can be improved due to the implementation of payroll accounting system in PDAM Kota Malang?
3. What are the obstacles in implementing payroll accounting system in PDAM Kota Malang?

C. Research Objectives

The purposes of this research are:

1. To describe payroll accounting system that has been applied in PDAM Kota Malang.
2. To describe the implementation of payroll accounting system as an effort to improve internal control systems on PDAM Kota Malang.

3. To describe and provide the alternative problem solving about the obstacles in implementing payroll accounting system.

D. Research Contribution

Researcher is expected could give contribution, those are:

1. The Researcher

For researcher it's an opportunity to acquired knowledge about this research.

2. The Company

This research are expected for the company to provide information, therefore could implemented thus their payroll account system won't get problem for internal control.

3. Other parties

The other parties are expected to provide information about this research and with this information is expected to be useful for the next.

E. Writing Structure

Writing Structure that used in this thesis purposed to give an overview related with thesis contents, the explainable are:

CHAPTER I : INTRODUCTION

This chapter describes the background, problem formulation, and research objective and research contribution.

CHAPTER II: LITERATURE REVIEW

This chapter describes the theoretical framework as theories of reference that will be used as a foundation to support the discussion of issues includes: Account System, Payroll Accounting System and Internal Control System.

CHAPTER III: RESEARCH METHOD

This chapter explains related to research characteristic that used and discuss of research type, research focus, location, data source, research instrument, and data analysis.

CHAPTER IV: RESULT AND DISCUSSION

This chapter present company data, that is company overview that consists of a brief history of the company, company location, company organization structure, and discussion on how the role of accounting systems in order to support the implementation of internal control procedures in particular payroll.

CHAPTER V: CONCLUSION & SUGGESTION

This chapter present conclusion and suggestion that made by the researcher based on research analysis, suggestions and may use for company consideration in the future.

CHAPTER II

LITERATURE REVIEW

A. Prior Research

The prior research presented in this section is meant to establish the current knowledge pertaining to the research questions.

1. Suryanto (2011)

Based on analysis and research for a Payroll of Accounting Information System in the ongoing system, there is problem that will cause any loss to the company, such as recording of attendance process and documentation document will be done manually, a simple data saving will take a risk, and manipulation data in allowance payment system and all the payroll still combines with the other spending, and the last there's still an incomplete for the payroll report.

Design for payroll Accounting information system can support the internal control through the payroll procedure, as the manually control or computerized control so every fraud that caused loss can be minimized. Payroll Accounting Information system must be allowed to produce data and minimized the human error in counting in every payroll component. Payroll Accounting Information system can produce the efficient payroll in every transaction in the report.

2. Nurlela (2006)

This research analyzes whether the role of payroll system can improve the internal control. Accounting system has elements those are forms, reports, records and related procedures in which these elements are used to carry out the activities of companies that produce reports required by the company. Accounting system has benefit to improve internal controls for protecting company property and improve the efficiency of company.

One of the activities of the company in improving internal control is with using payroll accounting system. This system is designed to handle the transaction salary calculation. In this study, the formulation of the problem is how the system is implemented and is payroll accounting payroll accounting system that has been implemented could improve the company's internal control

All prior research presented above is strengthening this study by providing a combination of internal control and payroll accounting system. Those indicators are necessary to understand the comparison concept of literature. The following section will describe the relevant theory as the basis of this research as well as the definition of payroll accounting system and internal control.

B. Accounting System

1. Definition of System

In order to provide the quality of the information produced by manager, the company should needs a good accounting system. With a good accounting system, a

company can control intern and that will influence to the company work. When a company has a good system, the company could decrease existing fraud. That is why a good accounting system is necessary by a company.

Accounting system basically is derived from two words that is system and accounting. System is a group of elements that are closely related to each other, which the function is to achieve certain goals. Accounting is the measurement, translation, or provision of assurance about information that helps managers, investors, tax authorities and other decision makers to make resource allocation decisions within companies, organizations, and government agencies. Accounting is the art of measuring, communicating and interpreting financial activity. Broadly, accounting is also known as the "language of business. Before discussing further understanding of the accounting system, these are some definitions about systems.

According to Mulyadi (2013:5) "system is a network procedure, which is made according integrated pattern to do the main activities of the company". According to Tata Sutabri (2004:6) "system is a collection of resources, which is related and intended to achieve a goal". According to Sugiarto and Sudibyo (1985:1) "system is a unit which is related and functionally has a goal".

As the definition above, it can be concluded a system has three characteristics, those are:

- a. Component that can be seen, heard and felt
- b. Processes, that is an activity to coordinate of the components involved in a system.

- c. Purpose, mean is the last target to be achieved from the component coordination activities.

2. Definition of Procedure

According to Cole in Baridwan (1990:3) explain that “procedure is a sequence of clerical activity, usually involving several people in one or more departments, which are made to ensure uniform handling corporate transactions that occur over and over again”. It can be concluded if procedure is a sequence of instruction or clerical activities that must do by related person from a place applies it. There is a relationship between the systems and procedures to which a system must consist of a network of procedures.

3. Definition of Accounting System

There are some opinions expressed by experts about the understanding of the system. According to Mulyadi (2013: 3) “accounting system is the organizational forms, records, and reports are coordinated in such a way as to provide the financial information needed by management in order to facilitate the management of the company”. According to Wilkinson in Ranatarisza and Noor (2013:5) “accounting system is a coordination framework resource, such as: raw materials, tools, equipment, human resources and funds to change the input in the form of economic transaction become output in the form of finance is used for entity activities and providing accounting information for interested parties”.

It can be concluded if accounting system is a network of sequence execution work involving people in organization. Accounting system also can determine as a coordination framework resource, such as: raw materials, tools, equipment, human resources. Accounting system can function to provide the financial information for interested parties.

4. Compiler Factors Accounting System

There are some advantages that should to consider about compile the accounting system. When compiling accounting system it is required time, energy and funds which are not small. The preparation of the accounting system for a company needs to consider several important factors. The factors that need to be taken into consideration according to Baridwan (1990:7) as follows:

- a. An Accounting system that has been prepared must fulfill quick principle, means the accounting system should be able to provide the required information in a timely manner, to fulfill the needs, and with the appropriate quality.
- b. An Accounting system that has been prepared must fulfill a safety principle which means that the accounting system can help maintain the security of company property. In order to maintain the security of the property of the company, accounting system should be prepared taking into account the principles of internal control.
- c. An Accounting system that has been prepared must fulfill cheap principle which means cost to perform accounting system must be pressed, thus is not expensive. In other words cost and benefit need to be considering resulting information.

It can be concluded if those 3 factors above need to consider together when preparing company accounting system, thus there is no one factor above is left.

5. Elements of Accounting System

In order to achieve the success of a system is needed tool or element that could support the system. The elements in an accounting system are related to each other, thus when processing the data it can be done start from the beginning of the transaction until reporting the transaction. In an accounting system, there are several key elements according to Mulyadi (2013:3-5):

a. Form

Form is a document is used to record the transactions. Form is often referred as a document because form is recorded events that often occur in the organization. Form also referred as a media because form records the events that occur in the organization into a note (catatan). Using form, the data are concerned with transactions recorded as the basis for the first time recording in a note.

b. Journal

Journal is the first accounting records which are used to record, classify, and summarize financial data and other data. As noted above, resources are mutilations in this journal form. In this journal for the first time financial data are classified according to the classification in accordance with the information that will be presented in the financial statements. In this journal also contained a summary of the data, the results are summarized and then post it to the relevant accounts in the general ledger.

c. General Ledger

General Ledger consists of the accounts that are used to summarize the financial data that has been previously noted in the journal. Accounts in the general ledger account are provided in accordance with the elements of information that will be presented in the financial statements. This ledger account on the one hand can be seen as a container for classifying financial data, on the other hand can be seen also as a source of financial information for financial statement presentation.

d. Subsidiary Ledger

If the financial data that is classified in the general ledger required further details, can be formed subsidiary ledger. Subsidiary ledger consists of auxiliary accounts detailing the financial data contained in certain accounts in the general ledger. For example, if accounts receivable are included in the balance sheet needs to be specified further by the amount of the debtor's name 60 people, can be formed subsidiary ledger that contains accounts receivable accounts receivable helpers to each debtor. General ledger and subsidiary

ledger are the last accounting records (books of final entry) , which means no other accounting records again after the accounting data is summarized and classified in the accounts of the general ledger and subsidiary ledger. General ledger and subsidiary ledger called the accounting records as well as after the end of the financial accounting data recorded in the books, the subsequent accounting is the presentation of financial statements, instead of recording it to the accounting records.

e. Report

The accounting process are the final result of financial reporting of balance sheet, income statement, changes in capital, reports the cost of production, marketing expense reports, reports of sales, receivables aging list, list of debts to be paid, list of inventory balances slow sales. The report may take the form of prints and impressions on the computer screen computer monitor.

From the description above it can be concluded a system has elements such as report, general ledger, form, subsidiary ledger and journal. The function of each element is to process the transaction in the company. With the presence of those elements will help each part's in the company do the task efficiently and make the company running well.

6. Accounting System Objectives

Every company needs to understand the importance of accounting systems for the progress of the organization. In order to realize a good accounting system, an accounting system builder must know it. Accounting systems are closely related to human cooperation with other resources within a company to achieve company goals. The purpose of accounting system is a based goal need to achieve by the company. The accounting system has a variety of system which has the same purpose. The accounting system is made by the management for managing the company.

According to Mulyadi (2013:19-20) describe the main objectives of preparing accounting systems for the companies are as follows:

- a. To provide information for the management of new business activities. The information mean is time, efficient, and reliable. In other words, the accounting system must be fast and precise in providing the necessary information to the content of the information as required.
- b. To improve the information generated by the existing system, both regarding the quality, accuracy of presentation, and structure information. The accounting system often cannot fulfill the necessary of management, quality, accuracy of presentation, and structure of information contained in the report. This is due to the company's business development, thus by itself requires the accounting system to be able to generate reports with better quality information and right in the presentation.
- c. To fix the internal accounting controls. Accounting is a wealth liability of a company. In the development of accounting systems always used to improve the protection of company wealth, thus the responsibility towards of company wealth can be implemented with good.
- d. Pressing the Administrative Costs. Pressing the administrative costs mean the administrative costs to implement the accounting system should be cheaper than the preparation of accounting systems.

From the description above, it can be concluded if the company needs to understand accounting systems for the company progress. If the company doesn't know about the importance of accounting system, the company cannot run well as company expected. Because of that, improvement of quality information and internal control is need by the company to improve the quality of the company.

7. Steps in Preparation Accounting System

Accounting systems used in a company has a limited life. The point is information needs within a company will develop according to the needs of the development of information for interested parties (both external and internal). Beside

that advances in technology especially tools to process the data, also could result the existing accounting system that is no longer efficient. in this situation must be a rearrangement of the existing accounting system in the company. According to Baridwan (1990:9-11) the steps in the preparation of this system (also called the system life cycle) consist of:

a. Analysis of the Existing System.

This measure is intended to determine the goodness and weakness of the current system. In practice, the system analysis is done by conducting research (survey). If the preparation works is done by the system outsiders (consultants), this preliminary research is needed to:

- 1) Knowing the scope (breadth) work. With knowing the weaknesses of the existing system and kindness, can be determined which work is needed to develop the system was new.
- 2) Plan preparation period the new system. The preparation period of the system depends on the extent of work preparation system.
- 3) Determine the amount of *fees* that will be required in connection with the preparation of the work system.

b. Plan Accounting System (System Design).

This step is to construct a system that new job, or change the old system so that the weaknesses that exist can be reduced or eliminated. Work plan for the new system this can be done with two different approaches, namely Top down approach is the preparation of the work system that begins with the identification of the necessary information, followed by tool's necessary tools to produce the information. Sequence with the sequence of work top down approach is the identification information, account classification and code (including grouping in the general ledger and subsidiary ledger), planning and planning journals including proof of transaction procedures. While that is a *bottom up approach* is a way of preparing accounting system that starts from the bottom structure and continued upward. Sequence the order in which proof planning transaction (including procedures), the journal of planning, planning and account classification code and end with the resulting information (including report forms).

c. Implementation of Accounting Systems.

This step is a structured accounting system to replace the old system. This new system should start at the beginning of the accounting period. This purpose is to reduce the workload arising from changes in the changes that will affect the balance of the account balance and the use of new procedures procedure in the middle of the period. In *computerized accounting systems*,

implementation of new systems can be performed in conjunction with the old system, so that there are two systems that process the same data. Purpose of the use of two parallel systems is to prevent the difficulties due to the new system cannot function properly. There are two systems in use, meaning there are two information generated. Both the information can be compared to check the results of the processing of the new system.

d. Supervision of the new system (follow-up).

This step is to oversee the implementation of the new system, which checks whether the new system can function. If there are errors, then during the period of supervision was necessary improvements. Noteworthy is that the new system does not repeat the weaknesses that exist in the old system.

From the description above it can be concluded the steps in the preparation of accounting systems include systems analysis to determine the goodness and weakness of the existing system, accounting system plan or change the old system, while the application of the system in question is applying the new system to replace the old system and the new system of supervision that is used to monitor the implementation of the system.

C. Form in the Accounting System

1. Definition of Form

Form is a piece of paper that has the space to be filled, in the form will be filled with information on sales, salesperson with its code name, order number, name and code of goods, quantity, unit price, total price per item, the total price of all goods, and signature salesperson. In addition to this information, the form contains information that has been printed, such as the serial number of the form and name of the form. Forms are often referred as document. Form that used by the company will

affect the success of accounting information systems applied to the company concerned.

According to Mulyadi (2013:3) the definition of form is “the document use to record the transaction”. Form also often called as document, because with this form event or transaction in the organization is recorded. According to Sugiarto and Sudibyo (1985:89) “form is a document contains constant information which is printed and has a space to fill with variable. It can be concluded form is a document that contain of space to fill as evidence. Form used by a company to record all transaction in the company”.

2. The Benefits of Using form

The main reason of using form is to make easier the process and analysis of the data from the compilation of data and allows the control of the activity. Form is very important to run an organization because almost all of the transaction in the company requires a form to record. According to Mulyadi (2013:78) the benefits of form in company are:

- a. Assign responsibility for the emergence of the company's business transactions.
- b. Recording of the company business transaction data.
- c. Reduce the possibility of error by stating all the events in writing.
- d. Submit basic information from one person to another person in the same organization or to another organization.

The benefits of form in accounting system are very large, which is record company business transaction data and determine the responsibilities in related with company's business transactions. The next the benefits is a way to reduce errors in writing and reporting and submission of basic information from one person to another.

3. Basic Principles Underlying the Design of Form

Forms used in an organization to fulfill several functions at once. Forms used in an organization sometimes fulfill several functions at once. According to Mulyadi (2013:82-86) in designing a form there are principles that need to be note:

- a. As far as possible make use of a copy or copies of form
This is intended to reduce clerical work by making a few pieces that form one work, to fulfill several objectives.
- b. Avoid duplication in data collection
Once the data is collected from the source, the data is recorded in a form so as to meet the information needs of all departments.
- c. Make a simple form and design as possible.
Designed form simple and concise as to avoid recording will lead to unnecessary data that will assist the recording in the journal and subsidiary ledger.
- d. Check internal elements input in designing the form.
Internal check created to be able to produce reliable information and meticulous organization to maintain wealth
- e. Put the address and company name on a form that will be used for communication with external parties.
The inclusion of name and address of the company is to facilitate the identification of the origin of the form for the recipient company
- f. Form name.
Form name is usually chosen to describe the functionality of the form.
- g. Give a number for identification form.
If the company uses various types of forms, giving the identification number on a form required to remember the name of the form
- h. Printing a line on a form.

Lines should be printed on the form, if the form is filled in by hand, but if the application forms with a typewriter so the line does not need to be printed.

- i. Inclusion of the serial number printed.
Serial number printed form used to monitor usage and to identify business transactions.
- j. Draft form that only requires recharging mark (✓) or (×) or with a "yes" or "no".
- k. Double form is the form consisting of the original form and a copy.
- l. Zoning so that form regional blocks divided by a logical block containing the data are interlinked.

Form needs to consider in designing copy form, the lack of duplication in data collection, form a compact design, the internal elements in check form to external parties had contained the name and address of Integration. There is a name that will be easy identification form, the form number, there is a line to be filled handwriting print, the print and the serial number on the form zone.

4. Role of Forms and Documents in the Accounting System

In accounting systems, forms and documents used to make the recording of a transaction are including sales invoices, vouchers, forms and accounts. In each system are arranged to be planned a form and document this document has an important role in an accounting system. According Cecil Gillespie in Baridwan (1990:8) role or usefulness of forms and documents in the accounting system are:

- a. To determine the outcome of the company's activities.
This role can be seen from the work of making the distribution and manufacturing reports for management reporting.
- b. To keep the assets and company debt.
This role can be seen from the account using the account so we can know each account balance.
- c. Ordered to do a job.

This role can be seen, among others, from the use of a warrant for the delivery of goods and send the letter requesting the use of a purchase order to buy necessary goods.

- d. Plan to facilitate the preparation of the plan of activities, results and outcomes assessment plan adjustment plan.

This role can be seen from the use of a production plan that will be used to assess the activities of production, and then if necessary make changes to the plan earlier.

Form is an integral part of a system of accounting. The relationship between a procedure and process of a system that uses a form of communication cannot be separated, forms and procedures to be designed as a whole.

D. Payroll Accounting Systems

1. The Definition of Salary

Company's compensation for employees can be divided into salary, wages and subsidies. Salaries and wages are payments or compensation for services that the company provides services that have been given by the employees. Definition of salary according to Mulyadi (2013: 373) is a payment for giving services performed by employees who have a manager position, while wages generally are payments for services performed by executive employees (workers). Generally salary is paid every month, while wages paid by working days, working hours or the number of units of product produced.

According to Terry L and Michael D. Crino in Moekijat (2006:16) the term of salary generally applies to a fixed weekly, monthly or annual rate of pay. According to Andrew F. Sikula in Hasibuan (2009: 118) Salary are fixed compensations paid, to

holder of official, executive or clerical positions, on a regular basis such as by the year, month or week. According to Soemarso in Agrianto (2014:2) mention salary is rewards are given to the employee from leader which is given every month.

The definition of salary is the compensation given by the company to employees for services performed, generally accepted by managers, leaders, supervisors, administrative officers and employees of the office and has insurance. While wages are fringe benefits provided to employees who work less strong bond based on working time every day or every week.

2. The Definition of Payroll Accounting Systems

The existence of an adequate system of accounting, accountants make the company can provide financial information for every level of management, the owners or shareholders, creditors and financial statement users (stakeholders) who form the basis of economic decision making. The system can be used by management to plan and control the operation of the company. One of the systems that can be used by the management company is the accounting system of salaries and wages. To resolve the errors and irregularities in the calculation and payment of salary and wages it needs to make a payroll and wages system. Payroll accounting system is also designed by companies to provide a clear review of the salary and wages of employees so easy to understand and easy to use.

According to Mulyadi (2013:17) payroll accounting system designed to handle transactions and salary calculation and payment of employee wages, payroll

accounting system design and the wages should ensure the validity, completeness authorization, classification of valuation, timeliness and accuracy of post and the overview of each payroll transaction and wages.

The accounting system of salary is a series of computational procedures and payment of salaries for employees overall efficient and effective manner. Obviously with salary and wages accounting system that the company will be able to motivate better employee morale and retain productive employees are less productive, so that corporate objectives for profit can be achieved with high employee productivity.

3. The Objectives of Giving Salary

There are several objective of providing salary. According Hasibuan (2009:85) payroll objectives, such as:

- a. **Cooperation Ties**
Providing salary is established formal ties of cooperation between employers and employees. Employers pay salary in accordance with the treaty agreed if employees do work is good.
- b. **Job Satisfaction**
By fringe benefits, the employee will be able to meet the needs physical, social status, and his ego so as to obtain satisfaction from his work.
- c. **Effective Procurement**
If the program is set sufficiently large salary, procurement of qualified employees for the company will be more easily
- d. **Motivation**
if the remuneration given large enough, the manager will be easy to motivate subordinates.
- e. **Stability Employee**
With the principle of fair compensation program and a decent external consistency and the stability is guaranteed because the employee turnover is relatively small.

- f. Discipline
by providing compensation the employee discipline will be better. Employees will be aware of and compliance with applicable regulations.
- g. Government Influence
If the salary the program in accordance with applicable laws (such as the minimum salary limit), the government intervention can be avoided.

The purpose of salary and wages is to attract employees in addition can also withstand competent employees to stay afloat and can be as much as possible to help the company. Moreover, objectives of granting salary also provide satisfaction for employees that they feel deserve after what they did to provide services. Other objectives were to establish the character of the employees and other workers.

4. The Factors Affecting Level of Salary

There are several important factors that a company of reference in making the determination of salary and wage levels. According to Hasibuan (2009:127) Factors that affect the amount of compensation, as follows:

- a. Supply and demand for labor
- b. The ability and willingness of the company
- c. Trade unions / employee organizations
- d. Government by decree law
- e. Cost of living
- f. Employee positions
- g. Education and work experience
- h. The condition of the national economy
- i. The type and characteristic of work

The following will be clearly described factors that influence salaries and wages:

- a. Supply and Demand for Labor.
When the jobseeker (supply) is more than job vacancies (demand), then the compensation is relatively small. Otherwise, if a little job seekers than job openings, then the compensation is relatively large.
- b. The Ability and Willingness of the Company.
If the company's ability and willingness to pay getting better then the level of compensation will be greater. But conversely, if the company's ability and willingness to pay is less, then level of compensation is relatively small.
- c. Trade Unions / Employee Organizations.
If the union is strong and very influence, then the greater level of compensation. Conversely, if the union is not strong less influence, then the level of compensation is small.
- d. Government by Decree Law.
Government by Decree is setting the limit wage/minimum remuneration. This regulation is very important that entrepreneurs do not arbitrarily determine the amount of remuneration for employees. Government is obliged to protect the public from arbitrary action.
- e. Cost of Living.
If the living in that area is high, the level of compensation / salary increases. Otherwise, if living in the area is low cost, the level of compensation/relatively small.
- f. Employee Positions.
Employees who occupy positions higher then level of compensation / salary increases. Instead of employees who occupy lower positions will receive salary / compensation is small.
- g. Education and Work Experience.
If higher education and longer work experience, the salary / remuneration will be greater, because the skills is better. Otherwise, employees with low education and work experience less then rate of salary / compensation is small.
- h. The condition of the National Economy.
If the national economy is developed (booming), then rate of wages / compensation will be greater, because will be close to (full employment). Otherwise, if the economic conditions are less developed (depression), wage level will be low, because there are a lot of unemployed (unemployment disquieted).
- i. The type and Characteristic of Work
If the type the hard work has risks (financial, safety) is greater, then the rate of wage or payment services is greater because it requires skill and precision to do it. But if the type and nature of the work is easy and risk (financial, accident) is small, the level of wages or payment services is relatively low.

It can be concluded there are many factors that can affect large or small the level of salary. Those factors are the considerations by a company to give the salary. This is needed to pay attention, thus the principle of salary is fair, good and the satisfaction of cooperation can be achieved.

5. Management Information Required

Payroll accounting system in a company is involving the function of personnel, finance and accounting functions. Information needed by management to determine the salary (Mulyadi, 2013: 374):

- a. The amount of payroll costs that is becomes expenses of company during the accounting period.
- b. Amount of payroll costs that is becomes expenses each center responsibility during a certain period.
- c. Amount of salary received by the employee during a particular accounting period.
- d. Detail of the salary elements that become expenses by the company and each center responsibility since a particular accounting period.

The information is very important to know the company's expenses in providing payroll and wages. With the information used, the management can detail the expenditure which have released by the company thus the company can avoid spending unnecessary expenses. With the information provided the company can avoid unnecessary losses.

6. Documents Required

In the implementation of payroll and wage in a company, related documents have important role for the payroll process. According to Mulyadi (2013:374) documents that are used in the payroll system are:

- a. Documents Supporting Changes in Salaries and Wages.
This document is generally issued by the staffing function in the form of decrees relating to the employee. For example, the letter of appointment of new employees, promotions, changes in wage rates, and so forth.
- b. Present Time Card
This document is used by the timer function to record the time attendance of each employee in the company. Records of employees present at a regular or list of attendees can also attend a shaped card filled with machine timers.
- c. Working Time Card
Card working time is a document used to record the time consumed in the company's direct labor that produced by order.
- d. List of Salary and Wages
List of salary and wage is a document that contains information about the amount of each employee's gross wages, deductions, and the amount of net salary per employee in a pay period.
- e. Recapitulation of Salary and Wages
Recap of salary and wage is a document that contains a summary of salaries per department / part which is based on payroll.
- f. Statement Letter of Salary and Wages.
Statement letter of salary and wage is a document created by the manufacturer payroll function which is a record for each employee along with various pieces of a burden for employees.
- g. The Envelope of Salaries and Wages.
The envelope of salaries and wages containing cash salaries that contains information about the employee's name, identification number, and the amount of net salary received by the employee of the month or a certain period.
- h. Cash Disbursement Evidence.
Based on list of salary information received from the makers of payroll function then money will make the recording function to document the expenditure of money orders to the payroll function.

Based on description above, document is needed in payroll accounting system. The documents will be used by the company in every transaction made. The documents will record every transaction which is done by the company.

7. Accounting Records Used

Accounting has the important function and role in the company's activities and to certain parties who need it. According to Mulyadi (2013: 382) the accounting records used in the recording of payroll are:

- a. General Journal.
In salaries and wages, general journal is used to record the distribution of labor costs in every department in the company.
- b. Cards of Cost Products
This card is used to record the direct labor costs incurred for certain orders.
- c. Cost Card.
This record is used to record the cost of indirect labor and non-labor production cost of each department in the company. Source of information for recording in the cost the card is proof memorial.
- d. Employee Earnings Card.
This record is used to record income and a variety of pieces received by each employee.

8. Related Functions in Payroll

There are several functions in payroll accounting system of company related to payroll accounting system. These functions work together and interact each other for a particular purpose. According to Mulyadi (2013:382) functions related to payroll accounting system are:

- a. Staffing Function.
This function is responsible to find new employees, selecting candidates, decide the placement of new employees, making tariff decree salaries and wages of employees, promotion and salary level, employee's rotation and dismissal of employees.

- b. Time Record Function.
This function is responsible to hold the record for the present time of all the company's employees. Present time recording function cannot be performed by employees of the operation or function by function making payroll.
- c. The Function of Salary and Maker.
This function has responsible to make payroll that contains gross income that is rightfully and various pieces of a burden each employee during the term of payment of salaries and wages. Payroll submitted by the manufacturer to the payroll accounting functions for making cash out evidence used as the basis for payment of salaries and wages.
- d. Accounting Functions.
Accounting function is responsible for recording obligations arising in connection with the payment of salaries and wages of employees (eg. salaries and wages of employees of debt, tax debt, and debt retirement fund). Accounting function that handles the payroll system in the hands of the wage fund:
 - 1) Debt Part.
That is part of responsible for processing the payment of salaries and wages as set forth in the payroll.
 - 2) Cost Card Part
That is part responsible for the cost of the product and record the card recap cost based payroll and job cards.
 - 3) Journal Part
That is responsible part for the cost salaries and wages recorded in the general ledger.
- e. Finance Function
This function is responsible for the payment of salaries to fill out a check and cashed the check to the bank. Cash is then inserted into each employee's pay envelope, for subsequent distribution to eligible employees.

9. Procedure Network Establish the System

According to Mulyadi (2013:385) the payroll system consists of a network of the following procedures:

- a. Present time recording procedures.
- b. Procedure of making payroll.
- c. Salary cost distribution procedures.
- d. Procedure of making cash disbursement evidence.
- e. Payment payroll procedures.

The following will explain the procedure and a description of the network payroll accounting system:

a. Present Time Recording Procedures.

This procedure is intended to record employee time attendance. Present time recording was held to determine the salaries and wages of employees. For employees who are paid monthly, attendance register is used to determine whether the employee can obtain the full salary, or have to be cut due to their absence. The present list is also used to determine whether employees work in the company's regular hours or overtime hours, so it can be used to receive salary only or receive overtime allowances.

b. Working time recording procedures.

Manufacturing companies whose production is based on orders, record work time required for employees working in the production function for the purposes of distribution to the employee wage costs order products or services of those employees who enjoy.

c. Payroll Procedures and Wages.

Function of making payroll is to make a list of salaries and wages of employees. The data used as the basis for employee payroll is the letter of the decree on the appointment of new employees, promotions, employee terminations, demotions, payroll and attendance the previous month. If the employee does not exceed taxable income, withholding information about chapter 21 is calculated by the function of making payroll on the basis of the data included in employee earnings card. Article 21 withholding is included in the list of salaries and wages.

d. Distribution Procedure Salaries and Wages.

In the distribution procedure salaries and wages, labor costs are distributed to the departments that benefited workers. Distribution of the labor costs are intended to control costs and the calculation of the cost of the product.

e. Payment Salary and Wages Procedures.

The procedure involves the payment of salaries and wages accounting functions and financial functions. Accounting functions make disbursements orders to the finance function to write a check for wages and wage-imaging. Finance function then cashed the check to the bank and put money into an envelope salaries and wages. If the amount of employee in the company a lot, providing salary and wage envelopes are usually carried out by Paymaster (pay master). Payment of salaries and wages can be done by distributing payroll checks to the employees.

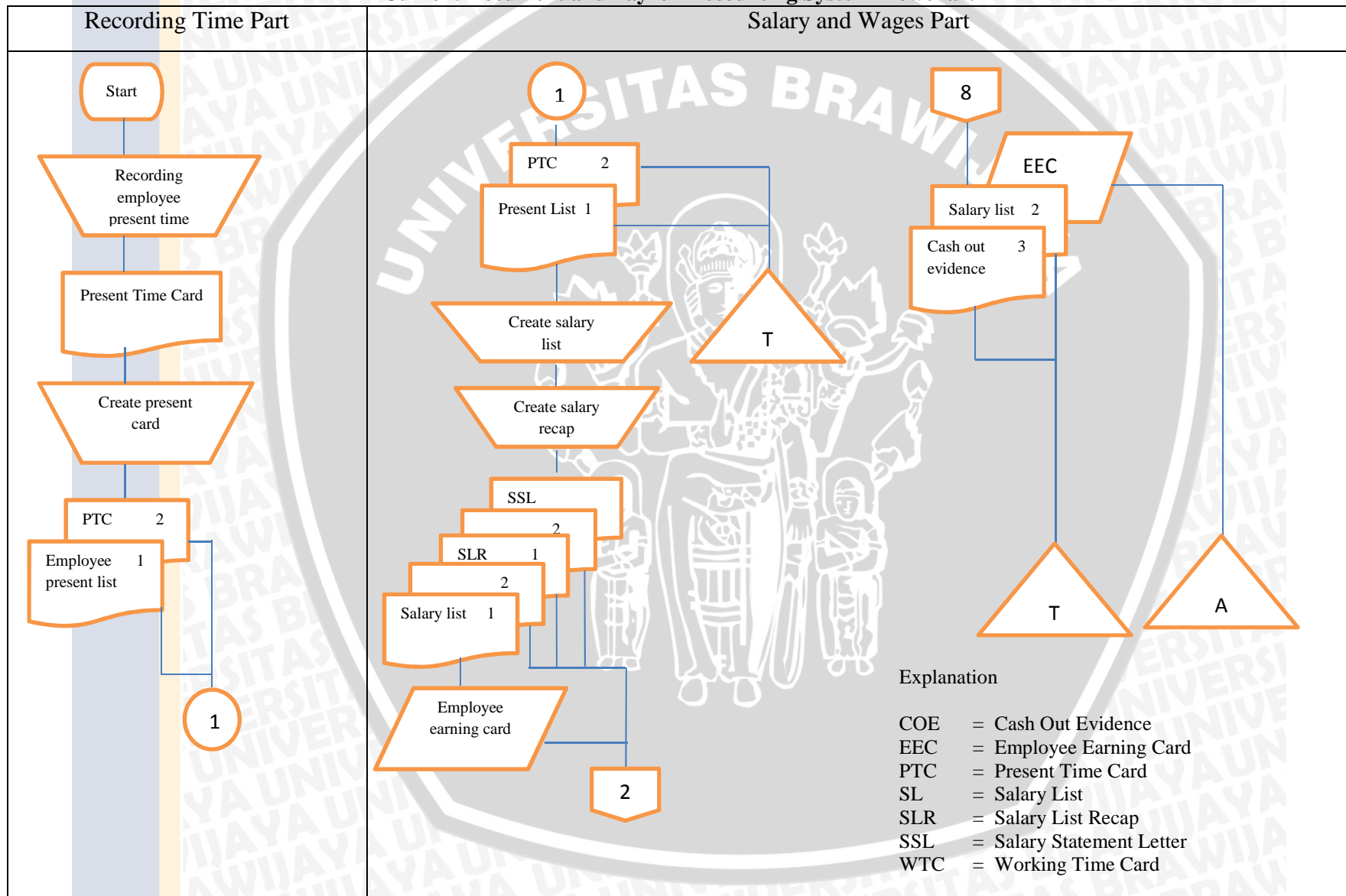
It can be concluded if the related function in a company must be separated. If every function has its own authority, the effectiveness of job can be achieved. The responsibility also will be decrease, thus human error and fraud can be prevented.

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The following flowchart payroll accounting systems and wages:

Figure 2.1
Current Document and Payroll Accounting System Flowchart



Source: Mulyadi (2013:392)

Figure 2.1

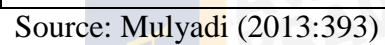
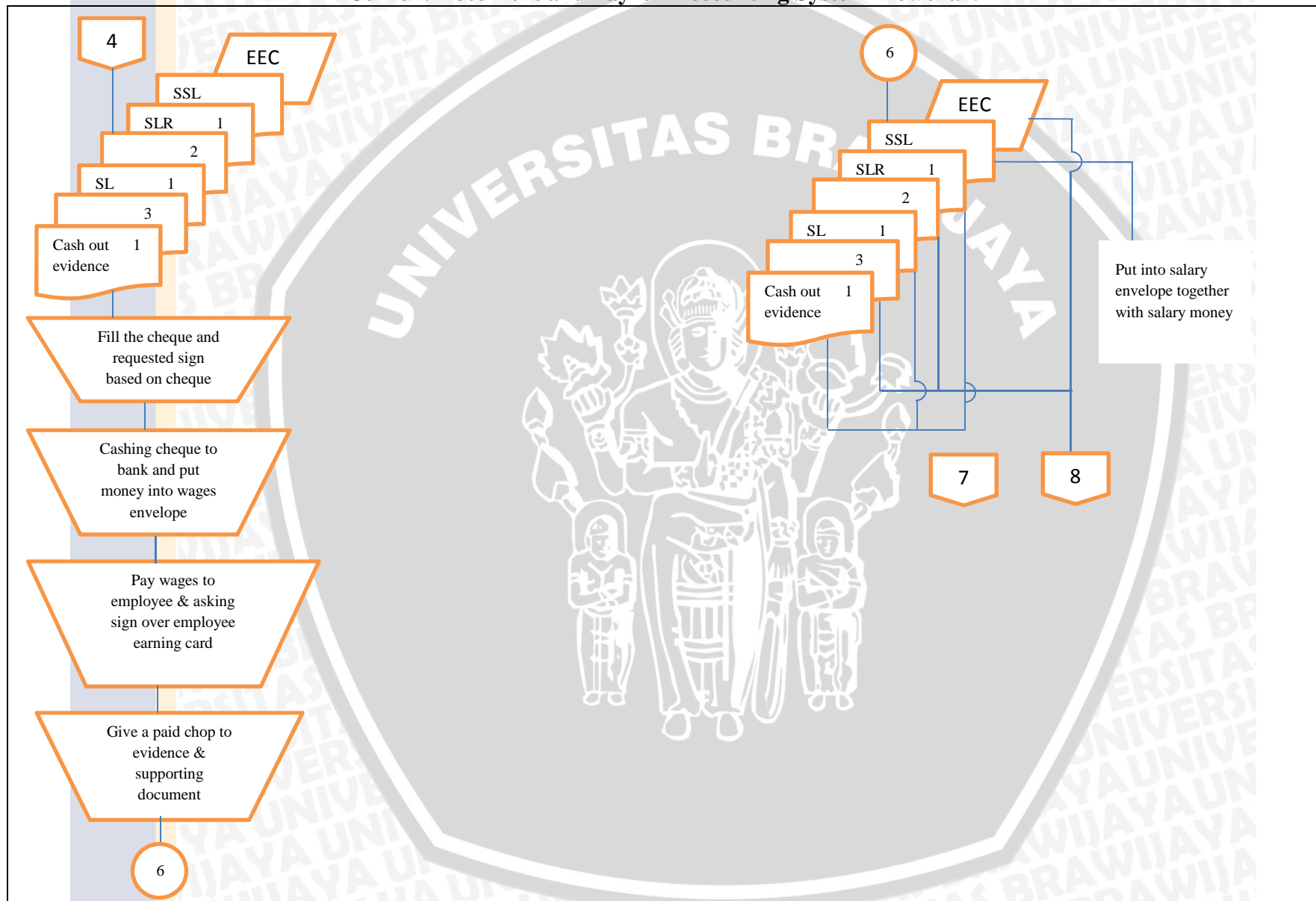
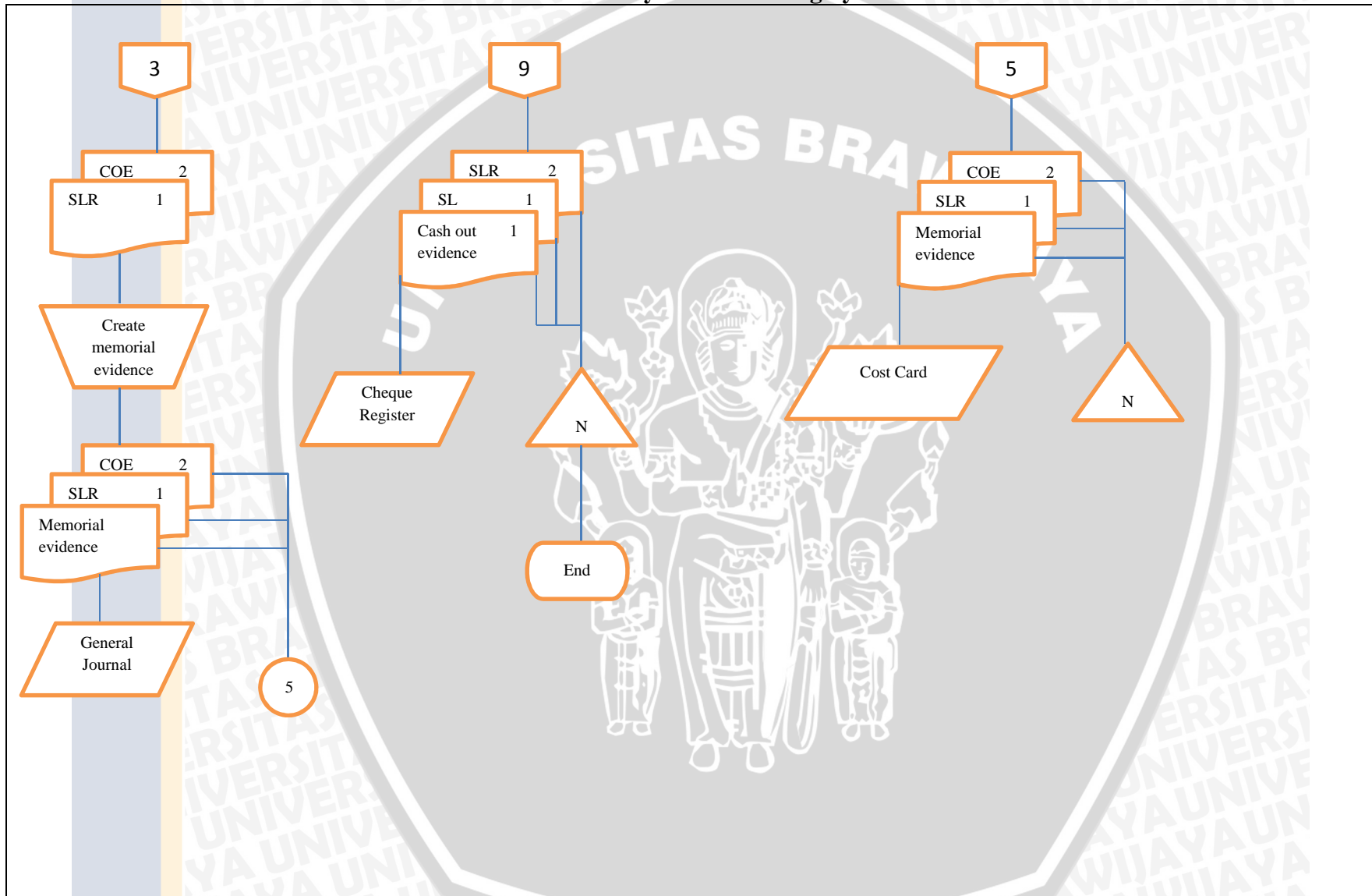


Figure 2.1
Current Document and Payroll Accounting System Flowchart



Source: Mulyadi (2013:394)

Figure 2.1
Current Document and Payroll Accounting System Flowchart



Source: Mulyadi (2013:395)

E. Internal Control in the Payroll Accounting System

1. Understanding of Internal Control System

Internal control is a term that has been commonly and widely to understand. In a company both small and large companies require a system of internal control. Internal control system is applied to the company will be very useful to prevent deviation from the first purpose to be achieved. Internal control also can be used to find errors that have occur, thus it can be corrected. The function of internal control is important due to the growing company. All corporate leaders should understand the importance of internal control.

According to Samsul and Mustofa (1992:71) internal control is “the way to secure company assets, obtain information for the management and obey company policy”. According to Ranatarisza and Noor (2013:161) internal control is “a way to direct, supervise and measure an organization's resources. This way has an important role to prevent fraud and protect the organization's resources”. According to Mulyadi (2013:163) internal control is “a system involving organization structure, method and size measure which coordinated to keep the organization wealth, check the correctness and the reliability of accounting data”.

From the various definitions above it can be concluded that the internal control is a system of integrated elements as people, structure, process, and procedure to achieve the company goals. Internal control can keep company assets and keep company policies. Internal control also has a function to avoid fraud or mistake made by people in company.

2. The Objectives of Internal Control System

In line with the company's progress, the problems faced are also increasingly complex. Increasing number of employees the company further reduces the role of a leader in providing oversight of all activities of the employees. On the other hand, companies should be able to carry out all activities as well as possible in order to achieve efficiency and effectiveness in the achievement of business goals. All planned activities should be carried out and implementation should always be supervised and economic resources owned had to be used efficiently, because of that required an internal control. According to Mulyadi (2013:163-164) internal control objectives are:

a. Keeping the Organization Wealth.

A company sometimes is having trouble unless the company is protected. Security monitoring company property includes physically and accounting. Physical security can be done by:

- 1) Supporting a clear responsibility to one's physical possession or control of the company.
- 2) Company property stored in a manner that is adequate.
- 3) Receipts and inventory should be based on authorization from the authorities.

Accounting supervision is adequate safeguards assets, in which only one transaction can enter the system and procedure is designed in such a manner capable of filtering out any transactions.

b. Check the Accuracy and Reliability of Accounting Data.

In performing their duties, managers need to understand accurate, precise and reliable of information. Internal control guarantees the processing of accounting data to produce reliable internal accounting. Accounting data reflect changes in property companies, the accuracy accounting data and accountability that inform the use of company property.

c. Encouraging Efficiency.

Internal control in the company intended to prevent unnecessary duplication of effort or at least be able to reflect the waste of resources is inefficient.

d. Encouraging Compliance with the Management Policy.

Manager held a procedure or rules of engagement to achieve the goal. Internal control system is intended to convince the manager that all the procedures outlined in easily predictable and identifiable and managers can easily implement the legalization and improvement actions quickly and precisely in case of irregularities.

From the description above, it can be concluded if there are several aim of internal control. Internal control is important because internal control is aim for keeping the assets and wealth of company, encouraging efficiency and the policy has been set by the company still implemented.

3. Elements of Internal Control.

Internal control Have an element which are related to each other. According to Mulyadi (2013:164-172) in his book “accounting system” there are four key elements, those are:

a. Organization structure that separates the functional responsibility.

Functional responsibilities are divided to the units of organization in implementing the main activities of the organization. In a manufacturing company, for example, main activity is producing and selling the product. To carry out the basic activities formed the production department, marketing department, and the finance department and the public. Departments are then further divided into unit's smaller organizations to carry out the activities of the company. Functional division of responsibilities in the organization based on the following principles:

- 1) Should be separated operation and storage function from the accounting function. Operations function is a function that has the authority to carry out an activity such as a purchase. Each activity requires authorization from in the company manager function which has the authority to carry out these activities. Storage function is a function that has the power to save the company's assets. Accounting function is a function that has the authority to record financial events company.
- 2) A function should not be given full responsibility for all steps of a transaction.

- b. Authority systems and recording procedures that provide enough protection against the property, debts, income and expenses.

In an organization, every transaction is authorized by the official who has authority to verify the transaction. Therefore the organization should regulate the division of authority to authorize the implementation of any transaction within the organization. The use of form should be monitored in order to oversee the implementation of the authorization. On the other side, form is a document used as the basis for recording transactions in the accounting records. A good recording procedure will ensure the data that is recorded in the form with accuracy and high reliability, thus the authorization system will guarantee the bookkeeping documents is can be trusted and it will be a credible input for the accounting process. Furthermore, a good recording process will produce information that accurately and credible on wealth, debt, income, and expenses of an organization.

- c. Healthy practices in carrying out the duties and functions of each organizational unit.

Healthy practice means perform the duties and the authority systems that has been set by the company can guarantee organization activities:

- 1) Use preprinted forms that use serial number must be accounted for by the authorities. Because the form is a tool that provides the implementation of the authorization. transaction
- 2) Audits surprised. Auditing without prior notification to the parties that will be examined, with an irregular schedule.
- 3) Each transaction cannot be executed from start to finish by one person or one organization unit, without the interference of man or other organizational units.
- 4) Job rotation. Job rotation should be held regularly, it will be able to maintain independence in performing their duties, so that the conspiracy between them can be avoided.
- 5) A company must give taking leave absence for eligible employees. Employees of the company are required to taking leave absence.
- 6) Periodically a company must conduct the matching of wealth with the record. To keep the organization wealth an organization should checking between the accuracy of accounting records and the wealth physic.
- 7) The establishment of organizational units responsible for checking the effectiveness of elements of other control systems.

- d. Quality employees in accordance with their responsibilities.

To get employees who are competent and trustworthy ways this can be done the following:

- 1) Selection of candidates is based on the requirements demanded by the job. For employees who have the skills obtained in accordance with the demands that will be assuming responsibility, management should

conduct analysis of existing positions within the company and determine the conditions met by the prospective employee occupying the position.

- 2) Educational development of employees during a company's employees, in accordance with the demands of his job.
- 3) For example, to ensure the sales transaction carried out by employees who are competent and can be trusted, at the time of selection of employees to fill the positions of each head of the purchasing function, the chief function of receiving and accounting functions, top management makes the position description (job description) and has set the terms of office (job requirements). Thus the selection of employees for positions that have used the job requirements as selection criteria.

4. The Principles of Internal Control

The principles of internal control according Hall (2008:135) are:

- a. Management Responsibility.
This concept holds that the establishment and maintenance of a system of internal control is a management responsibility.
- b. Reasonable Assurance.
The internal control system should provide reasonable assurance that the four broad objectives of internal control are met in a cost-effective manner. This means that no system of internal control is perfect and the cost of achieving improved control should not outweigh its benefits.
- c. Methods of Data Processing.
Internal controls should achieve the four broad objectives regardless of the data processing method used. The control techniques used to achieve these objectives will, however, vary with different types of technology.
- d. Limitations.
Every system of internal control has limitations on its effectiveness. These Include:
 - 1) The possibility of error mean is no system is perfect.
 - 2) Circumvention mean is personnel may circumvent the system through collusion or other means.
 - 3) Management override mean is management is in a position to override control procedures by personally distorting transactions or by directing a subordinate to do so.
 - 4) Changing conditions mean is conditions may change over time so that existing controls may become ineffectual.

It can be concluded there are several principles in internal control. Internal control have a limitation on its effectiveness means no system is perfect, depend on method used to achieve the goal and need to management responsibility to keep wealth the organization and to keep the policy obey by the intern of the company.

5. The Benefit of Internal Control for Company

There is several benefit of using internal control for the company. According to Jusup (2011:13) the benefits of internal control for the company are:

- a. Guarantee if all transaction is recorded as complete and accurate.
- b. Ensuring if only the transaction which has been authorized that can be done.
- c. Ensuring that all transactions are supported by adequate documentation.
- d. Minimize the risk of fraud.

It can be concluded if there are several benefit of implementing internal control. Internal control is important because internal control could keep the assets of the company. Internal control also can avoid fraud.

CHAPTER III

RESEARCH METHOD

A. Type of Research

Type of research is important to decide the research method that is used, this is intended to easier the research. This research uses descriptive research. According to Sugiyono (2005:14) descriptive research is “a form of word, sentence, scheme and picture”. According to Kurniadi (2011:31) descriptive research is “type of research that trying to describe a symptom, events are occurring in the present (actual problems)”. According to Azwar (2013:6) “descriptive research is used to analyze the description in a systematic way so that it can be easier to understand and conclude”.

It can be concluded that descriptive research trying to describe and explain the words are clear and detailed results of the research and providing data in a systematic way in order can be easily understood. In this research, the researcher using case study method. Case study method gives a brief description related to background, case characters, or individual status and all of case above becomes a general case.

B. Research Focus

The research focus is required to limit the research study thus the object to be studied is not wide. Based on that condition, the focus of research in this thesis are:

1. Structure of Organization

By looking at the organizational structure can be known about the distribution of tasks and responsibilities, also the parts that are responsible regarding the particular functions of the organization so that can know the job description of each part.

2. Forms and Documents

This study aims to describe the form and document, the function of form and document related to the payroll accounting system in PDAM Kota Malang.

3. Network Procedure of Payroll Accounting System

This study is view each procedures related to the payroll accounting system, thus the researcher can know if the procedure can improve the internal control of company.

4. Element of Internal Control

This research focuses on the elements of internal control, thus the researcher can know if the payroll accounting system that has been implemented can support the internal control of the company.

C. Research Location

This research conducted in PDAM Kota Malang which is located in Jl. Terusan Danau Sentani No.100, Malang

D. Source of Data

Source of data is the subject where the data can be obtained. Data is used in this study are two sources:

1. Primary Data

According to Azwar (2013:91) Primary data is data obtained directly from research subjects using a measurement. Primary data can be gained by direct interview and direct observation with related party in payroll accounting systems.

2. Secondary Data

According to Azwar (2013:91) Secondary data or second hand data is the data obtained by the other party, not directly obtained by researchers from research subjects. Secondary data in this study can be obtained at PDAM Kota Malang in the form of organizational structure, forms and records related to payroll accounting systems.

E. Data Collection Method

According to Arikunto (2011:265) data collection method is an effort to collect the data which is done systematically with a standard procedure. Based on definition above, it can be said that the research methods are methods used to collect the necessary data in the research. In this research Data collection methods are:

1. Interview

Interview is performed by ask some question with related party about implementation of the payroll accounting system, doing with systematic and based on research objectives.

2. Documentation

Documentation is performed by studying the documents and records related to the payroll accounting system. Documents in this research referred to the form that is used related to the payroll accounting system.

F. Research Instrument

According to Sugiyono (2005: 119) research instrument is a research tool used for data collection according to research problems. Research instrument used in this study are as follows:

1. Interview guide

For interview method, research instrument that used is interview guide and it will be a list of questions that is posed by the researcher.

2. Documentation guidelines

For methods of documentation, research instruments used are documentation guidelines that outline the categories of data observed.

G. Data Analysis

According to Moleong in Wahyudhillah (2009:42) data analysis is “the process of arranging the sequence of data, organizing it into a pattern, category, and description of the basic unit”. Steps of data analysis that performed by the researcher as follows:

1. Analyzing the implementation of payroll accounting system applied by PDAM Kota Malang. Through several aspects:
 - a. Documents used in the procedures
 - b. Related function divisions related to the procedures
 - c. Payroll accounting system procedures
2. Analyzing and describing the implementation of payroll accounting system as an effort to improve the system of internal control in PDAM Kota Malang.
3. Describing the existing problems and provides good and useful alternative solutions for the company.

CHAPTER IV

RESULT AND DISCUSSION

A. Description of PDAM Kota Malang

1. History of PDAM Kota Malang

Water supply system in Malang has existed since the days of the Dutch Government. The activity of providing drinking water for major cities of Malang begins on 31 March 1915 which then supplies the drinking water provision is known as the big City WATERLEIDING Verordenen Malang. The Dutch government use water from Karangan water source, which is currently located in Malang district to fulfill the needs of clean water community in Malang.

In year 1928 with using a tapper system Brom Captering, water from this source is transmitted to the reservoir Dinoyo gravity and Betek. Due to rapid population growth and the need for clean water increasing, in year 1935 Local Government of Malang arranged a program for increasing the debit water production by using Binangun source, which is currently located in the Batu city about 215 liters / sec. On 1974 December 18 with the issuance of the Regional Regulation No. 11 of 1974, Drinking Water Unit changed the status of the Regional Water Company. Since then the Regional Water Company Malang City (PDAM Kota Malang) has the status of legal entity and has the right to autonomy in the management of drinking water.

With the development of Malang city which would trigger Malang population growth also resulted in an increasing the need for clean water. To fulfill and for keeping water services to consumers for 24 hours continuously, PDAM Kota Malang increase the production capacity by managing Wendit Water Source. This water source is located in the district of Malang. PDAM Kota Malang also used some wellsprings in Malang by using a pumping system.

PDAM Kota Malang answering the national strategic issues where drinking water is a basic human need to fulfill the health aspects. Beside as driving economic growth factor and increasing national degree is highly depend on the ability of the water supply services. PDAM Kota Malang works to improve public services about fulfill the needs of drinking water that fulfill the quality standards of drinking water quality requirements.

As one embodiment increase in service especially in improving the quality of water produced by PDAM Kota Malang, PDAM Kota Malang implementing program Zona Air Minum Prima (ZAMP) with a pilot project in the Housing Pondok Indah Blimbing Malang. This program is technically assisted by Persatuan Perusahaan Air Minum Seluruh Indonesia (Perpamsi) collaborate with United States Agency for International Development (USAID). In this ZAMP program, water can be drunk straight from the tap without having to go through conventional treatment processes is cooked. This program has been developed for the service area of Tandon Mojolangu which currently has reached 15,000 subscribers. It is the effort of applying

Regulation No. 16 of 2005, in which water that is distributed by PDAM Kota Malang to the public in the year 2008 should be qualified drinking water.

2. Motto, Vision and Mission PDAM Kota Malang

- a. Motto of PDAM Kota Malang is “The best service is our pride”
- b. Vision of PDAM Kota Malang:

Being a leading company drinking water and the healthiest in Indonesia

- c. Mission of PDAM Kota Malang:

- 1) Improve and prioritize services.
- 2) Improve the professionalism of human resource.
- 3) Improving performance management.
- 4) Maintaining raw water source with inter-regional cooperation.

3. Company Location

PDAM Kota Malang is located in Jl. Terusan Danau Sentani No. 100, Malang. Phone number 0341-715103. PDAM Kota Malang has two services office:

Table 1

Services Office PDAM Kota Malang

Name	Location	Phone Number
Loket WR Supratman	Jl. WR Supratman Kav. 10-12 Malang	0341-355400
Loket Block Office	Jl. Mayjen Sungkono Loket 2	-

Source: PDAM Kota Malang, 2014

PDAM Kota Malang has 2 service offices to helping in serving the payment of water by the community. Loker WR Supratman is locating in Jl. WR Supratman Kav. 10-12 Malang. Loker Block Office is locating in Jl. Mayjen Sungkono Loker 2.

4. Organization Structure of PDAM Kota Malang

An organizational structure is very important for each company. Organizational structure is an arrangement and relationship between each section as well as the existing positions in an organization or company to carry out operational activities in order to achieve the goal that has been expected. Organizational structure clearly illustrates the separation between work activities with each other and how the relationship of activity and function is limited. A good organizational structure should explain the relationship of authority who reports to whom, so there is a responsibility in what will be done.

Organizational structure in PDAM Kota Malang is line staff means the authority is from tops to subordinates. Organizational structure in PDAM Kota Malang is as follows:

a. Managing Director

- 1) Managing Director has a duty planning, manage, supervise and control all operational activities of the Company.
- 2) Managing Director in performing their duties responsible to the Mayor through the Supervisor Board. Managing Director supervises:

- a) Director of Administration and Finance
- b) Director of Engineering
- c) Head of Internal Audit Unit
- d) Head of Research Center and Development
- e) Head of Management Information Systems

b. Director of Administration and Finance

- 1) Director of Finance and Administration has task on planning, manage and control programs in finance, general administration, human resources, customer relations and service procurement.
- 2) Each manager in carrying out their duties under and responsible to the Director of Administration and Finance. Director of Administration and Finance supervises:
 - a) General Manager;
 - b) Human Resources Manager;
 - c) Finance Manager;
 - d) Customer Relations Manager, and
 - e) Procurement Manager.

c. Director of Engineering

- 1) Technical Director has task on planning, coordinate and control programs in engineering, which include engineering planning, production, customer pipelines, treatment, monitoring work, and Non-Revenue Water.
- 2) Each manager in carrying out their duties under and responsible to the Director of Engineering. Technical Director supervises:
 - a) Technical Planning Manager
 - b) Production Manager
 - c) Manager Customer Pipeline
 - d) Maintenance Manager
 - e) Control Manager Jobs
 - f) Manager Water Losses

d. Internal Control Unit

Internal Control Unit is an element of Managing Director in area controlling internal of Company which is led by the Head of Internal Unit. Head of Internal Unit has a position same level with the Manager and responsible to the Managing Director. Internal Audit Unit has the task among others:

- 1) Supervise the activities of company towards finance, administration, human resource management, information system management and technique.

- 2) Supervise the activities towards job procedure in the company.
- 3) Supervise company activities towards Company business process
- 4) Evaluate towards the duties and the function.

e. Head of Research Center and Development

- 1) Research center and Development is an element of Managing Director in area research and Development, led by the Head of Research and Development.
- 2) Head of Research Center and Development has a position same level with the Manager and responsible to the Managing Director.
- 3) Head of Internal Audit Unit has the task of planning and company development.

f. Head of Management Information Systems

- 1) Head of Management Information Systems is an element of Managing Director in area Management Information Systems, led by the Head of Management Information Systems.
- 2) Head of Management Information Systems has a position same level with the Manager and responsible to the Managing Director.
- 3) Head of Management Information Systems Unit has the task of planning, supervise the maintenance and development of Management Information Systems.

g. General Manager

General Manager has duties on planning and oversees activities to develop the company in the field of public relations, facilities and infrastructure, legal and logistics warehouse. General Manager supervises:

1) Assistant Manager of Public Relations

Assistant Manager of Public Relations has the task of organizing and controlling activities in the part of public relations and administrative.

2) Assistant Manager of Facilities and Infrastructure

Assistant Manager of Facilities and Infrastructure has the task of organizing and controlling activities in the part of business facilities, infrastructure, and administration of the Company inventory.

3) Assistant Manager of Law

Assistant Manager of Law has the task of organizing and controlling the activities in the part of law and Regulations Company.

4) Assistant Manager of Warehouse

Assistant Manager of Warehouse has the task of regulating and controlling the activities of warehouse storage and distribution of goods.

h. Human Resource Manager

Human Resource Manager has duties on planning and supervises the activities of empowerment and employee development, employee performance evaluation

activities, as well as activities to improve the welfare of employees. Human

Resource Manager supervises:

1) Assistant Manager of Human Resource Development

Assistant Manager of Human Resource Development has the task of organizing and controlling the activities of employee recruitment, employee administration, empowerment and human resource development. Assistant Manager of Human Resources Development has the function:

- a) Regulating and controlling the activities of gathering, processing and maintenance of employee data.
- b) Regulating and controlling human resource development activities that include career hierarchy, education and training, promotion, demotion, rotation and mutation.
- c) Regulating and controlling the activities of the administrative employee attendance.

2) Assistant Manager of Employee Welfare

Employee Welfare Assistant Manager has the task of organizing and controlling the activities of employee payroll and welfare improvement.

Assistant Manager of Employee Welfare has the function:

- a) Regulate and control the activities of planning and implementation of employee social welfare programs includes salaries, benefits, overtime, rewards, pensions and other.
- b) Preparation of personnel report includes salary, allowances, overtime, rewards, pensions, employee equipment including safety protection, etc.
- c) Regulate and control the activities of planning and equipment of procurement employee.

3) Assistant Manager of Performance Appraisal

Assistant Manager of Performance Appraisal has the task of organizing and control the activities of employee performance evaluation based on work objectives and employee behavior. Assistant Manager of Performance Appraisal has the function:

- a) Regulating and controlling the activities of the establishment of key performance indicators as well as the preparation of individual employee goals with reference to key performance indicators and Balance Score Card Company.
- b) Regulating and controlling the activities of employee appraisal target.
- c) regulating and controlling the activities of employee behavioral assessments

- d) regulating and controlling the activities of analysis GAPS (Goal, Abilities, Perceptions, and Success Factors)
- e) preparation of the assessment report of each employee's performance

i. Financial Manager

Finance Manager has duties on budget revenue and expenditure plan for the Company, to plan and supervise the financial administration, evaluation of the implementation of the budget, present the report and the results of the financial analysis and the development of company in the finance sector. Financial Manager supervises:

1) Assistant Manager of Financial Planning and Analysis

Assistant Manager of Financial Planning and Analysis has the task of organizing and controlling the activities of planning Company Budget, analyzing the demand of usage company budget and the Company's financial performance. Assistant Manager of Financial Planning and Analysis has the function:

- a) Regulating and controlling the activities of medium-term planning and long-term in finance sector.
- b) Regulate and control the use of demand analysis activities company budget.
- c) Regulating and controlling the activities of the company's financial report analysis monthly, quarterly and annual.

- d) Regulating and controlling the activities of evaluation on the realization of the use of company budget.

2) Assistant Manager of Accounting and Account

Assistant Manager of Accounting and Account has the task to regulate and control the activities of financial accounting and administration account.

Assistant Manager of Accounting and Account has the function:

- a) Regulate and control the activities of manufacture and verification journal.
- b) Regulating and controlling the activities of financial reporting and financial performance.
- c) Regulate and control the activities of making other records as may be necessary regarding of financial receipt and disbursement.
- d) Regulating and controlling the activities initial raw reporting manufacture and raw end accounts monthly with the news event.
- e) Creating of monthly financial report.

3) Assistant Manager of Cash and Billing

Assistant Manager of Cash and Billing has the task to regulate and control the administrative activities of financial revenues and expenditures.

Assistant Manager of Cash and Billing has the function:

- a) Regulate and control the activities of financial receipts and payments.
- b) Regulating and controlling the activities of the general book-making, cash books and other.
- c) Regulating and controlling the activities of the payment transaction.
- d) Regulating and controlling the activities of making reconciliation report between general cash and the bank every month.

j. Manager of Costumer Relation

Customer Relationship Manager has duties on planning and oversees service activities, recording water usage, marketing, and controlling. Manager of Costumer Relation supervises:

- 1) Assistant Manager of Service
- 2) Assistant Manager of Marketing
- 3) Assistant Manager of Water Usage
- 4) Assistant Manager of Controlling

k. Procurement Manager

Procurement manager has duties to plan and oversee activities and coaching services in the procurement of goods or services either manually or electronically. Procurement Manager supervises:

- 1) Assistant Manager of Procurement Construction Services and Consulting Services
- 2) Assistant Manager of Procurement and Other Services

1. Technical Planning Manager

Technical Planning Manager has duties overseeing the planning and development activities of drinking water installation and maintenance of company assets Technical Planning Manager. Technical Planning Manager supervises:

- 1) Assistant Manager of Construction Planning
- 2) Assistant Manager of Asset Planning

- m. Production Manager

Production Manager has duties to plan and oversee activities and maintain water treatment quantity, quality and continuity. Production Manager supervises:

- 1) Assistant Manager of Raw Water Control and Water Quality
- 2) Assistant Manager of Piping

n. Customer Pipeline Manager

Manager Customer Pipeline has duties to plan and supervise the activities of pipeline development and customer meters. Customer Pipeline Manager supervises:

- 1) Assistant Manager of Network Development
- 2) Assistant Manager of Meter

o. Maintenance Manager

Maintenance manager has duties to plan and supervise the activities of pipeline maintenance, road, building, and mechanical, electrical. Maintenance Manager supervises:

- 1) Assistant Manager of Pipeline Maintenance Region 1
- 2) Assistant Manager of Pipeline Maintenance Region 2
- 3) Assistant Manager of Building, Mechanical and Electrical

p. Job Supervision Manager

Job Supervision Manager has duties to plan and supervise the execution of the job or procurement in order to run well, effective and could accountable. Job Supervision Manager supervises:

- 1) Assistant Manager of Procurement Supervision
- 2) Assistant Manager of Jobs Construction Supervision

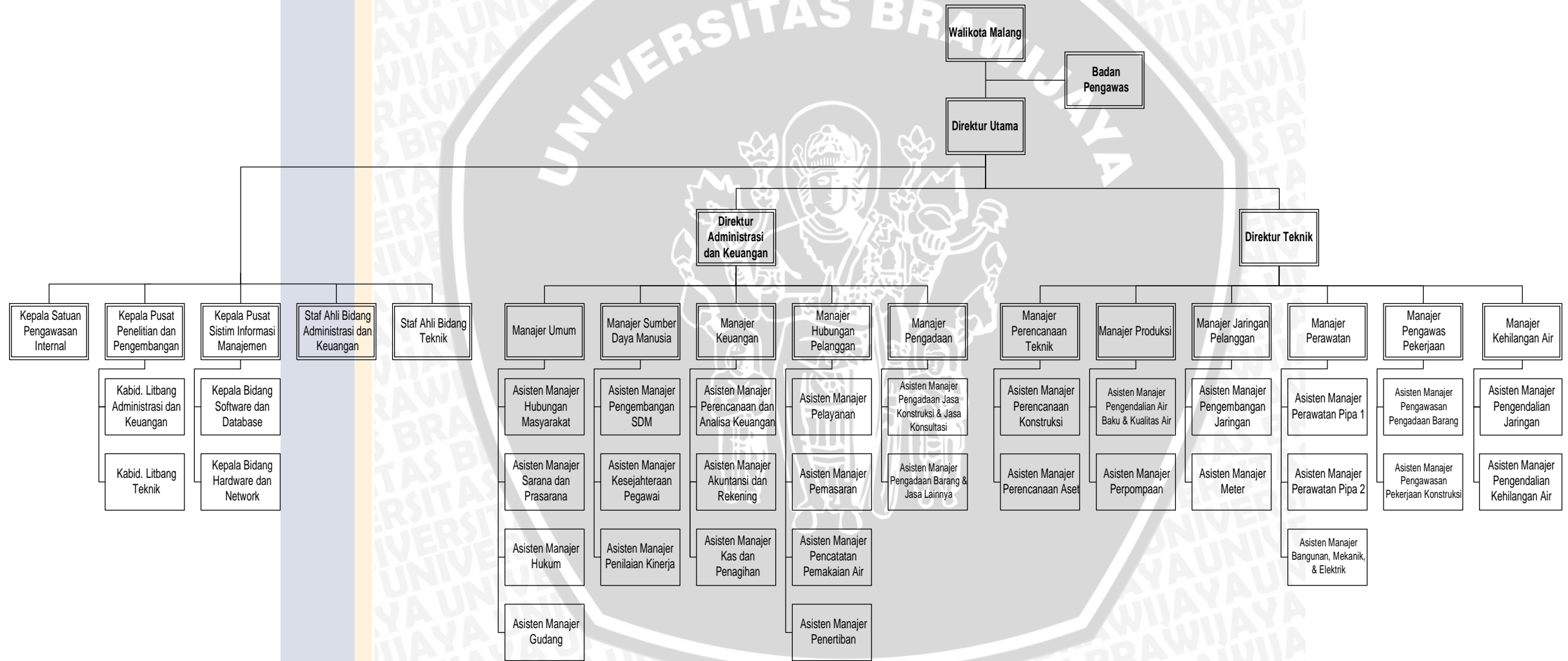
Figure 4.1

ORGANIZATION STRUCTURE PDAM MALANG CITY

LAMPIRAN KEPUTUSAN DIREKSI

NOMOR : 30 Tahun 2013

TANGGAL : 31 Desember 2013



5. The Employees of PDAM Kota Malang

a. Types of Employee

1) Temporary Employees

According to *Peraturan Direktur Jenderal Pajak* No: Per-31/PJ/2012

Pasal 1 Ayat 10 temporary employees are employees who receive income only if working, receive income based on time work, number units of product created.

2) Permanent Employees

According to Mardiasmo (2011:188) permanent employees are employees that obtain income in a certain amount regularly, including member the of board of commissioners and member board of trustees. Permanent employees are employees that working in PDAM Kota Malang which is obtain salary every month and obtain allowance of pension.

PDAM Kota Malang employees data based on education is below:

Table 2

Amount of Data Employees per Education PDAM Kota Malang (person)

Formal Education	Permanent Employees	Temporary Employees	Amount
S2	13	0	13
S1	192	0	192
D3	5	0	5
D1	3	0	3
SLTA	163	0	163
SLTP	18	0	18
Amount	394	0	394

Source: PDAM Kota Malang, 2014

The amounts of data employees per education Kota Malang are:

Employees that have past graduate academic background (master degree) are 13.

This shows that the employees have been given opportunities to expand their academic backgrounds. Most of employees are having S1 level or “sarjana”. They are 192 people. There are five employees is D3 and three people are D1. There are 163 employees from senior high school graduates and 18 employees from junior high school graduates are working in PDAM Kota Malang.

Employee's data based on gender:

Table 3

Amount of Employees Data per Gender PDAM Kota Malang (person)

Gender (person)		Amount (person)
M	F	
297	97	394

Source: PDAM Kota Malang, 2014

The amount of male employee in PDAM Kota Malang is 297 and the female employee is 97. The average gender employee working in PDAM Kota Malang is male.

b. Days and Time Working

Employee working time scheduled in PDAM Kota Malang starts with Monday until Friday, as follows:

Table 4

Days and Time Employee Working PDAM Kota Malang

Days	Time	Break
Monday - Thursday	08.00 AM – 16.00 PM	-
Friday	08.00 AM – 15.00 PM	12.00 PM – 13.00 PM

Source: PDAM Kota Malang, 2014

B. Data Presentation

1. Related Function

Related functions of payroll accounting system in PDAM Kota Malang as follows:

a. Human Resource Department

This function has task to manage employee payroll start from acquiring employee present data until determining how much salary that will received by the employee based on appraisal of employee performance that received from each department in PDAM Kota Malang. In PDAM Kota Malang HRD are divided into three sections that are:

1) Human Resource Development Section:

This section has task to collect the attendance list and process the attendance list with a program on the computer.

2) Performance Appraisal Section:

This section has task to provide assessment for employee performance in PDAM Kota Malang.

3) Employee Welfare Section:

This section has task to process the payroll in PDAM Kota Malang and send to financial part for further task.

b. Financial Department

This function has task to analyze and correct the salary given by Human Resource Department, verify payroll document to Manager and Director of Administration and Finance, creating payment check and voucher (cash disbursement evidence), transfer money to BCA and Mandiri Bank, note and record payroll by application and create financial report. In PDAM Kota Malang Financial Department are divided into three sections that are:

1) Analysis and Planning Section

This section has task to analyze and to correct payroll document that given by welfare section. If the document is right, this section will request a signature to Manager and Director of Administration and Financial Department to verify. If still there is mistake, the verification of documents will be cancelled and returned to welfare section to be fixed.

2) Cash and Billing Section

This part has task to create bank voucher evidence (cash disbursement evidence) and payment check after the payroll documents have signed by Manager and Director Financial Department. Bank voucher evidence (cash disbursement evidence) and payment check is requested signature to

Manager and Director Financial Department. After signed, this section will transfer salary money to Bank.

3) Accounting Section

This part has task to note and record payroll, creating journal and creating financial reports.

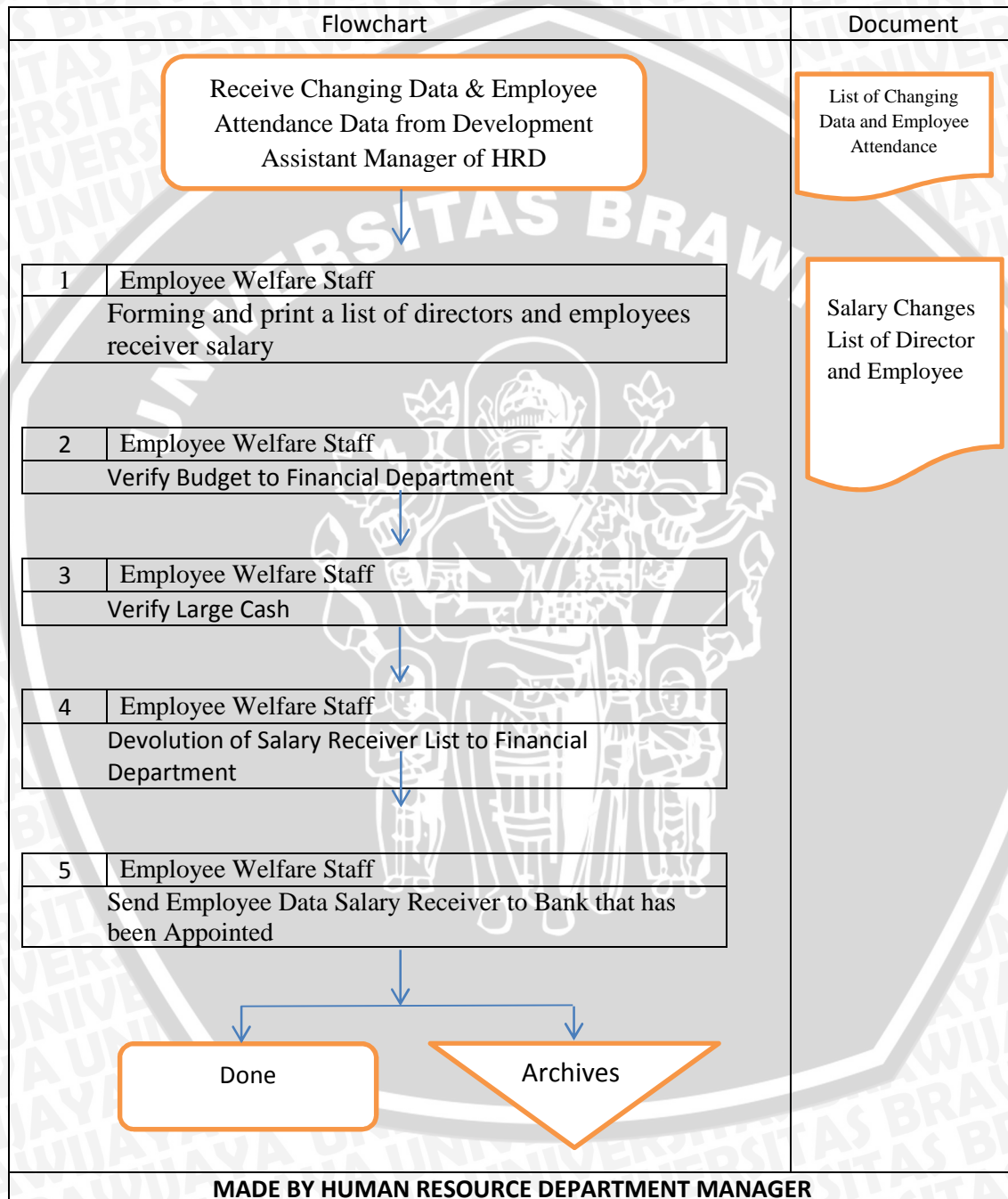
Payroll accounting system flowchart used as a guideline in PDAM Kota

Malang can be seen in the figure 4.2 below:



Figure 4.2

Payroll Accounting System Flowchart Used in PDAM Kota Malang



Source: PDAM Kota Malang, 2014

Explanation of flowchart in figure 4.3:

a. Human Resource Department

In this section, Welfare staff received attendance list and employee data from assistant manager of human resource development Section for processing payroll in a computer. Welfare staff creates and print salary list. Further, welfare staff requests a signature to human resource department manager and assistant manager of welfare section. Welfare staff sends employee salary list to Finance Department after the documents are signed.

b. Finance and Administration Department

Finance department receives salary list from welfare section and verify budget. In Finance Department salary list is requested signature to Financial Manager and Director. After signed, salary list is made cash disbursement and then signed again by the Manager and Director of Financial Department. Send employee salaries data which have been verified by Financial Director to Bank.

2. Document Used

Document that is used in payroll accounting system are:

a. Attendance List

This document is contained of employee fingerprints which are filled by the employee two times a day. This attendance list is used as a basis for

calculating employee performance reports by each department. PDAM Kota Malang used fingerprints or automatic attendance list. (Attendance list can be seen in appendix 1)

b. Discount List

This document contains of employee discount list in PDAM Kota Malang. (Discount List can be seen in appendix 2)

c. Salary Slip

This document contains details of salary, allowances, discounts, and the amount of salary received by the employee. (Salary Slip can be seen in appendix 3)

d. Cash Disbursement

This document contains of transaction evidence which have been done by the company. (Cash Disbursement can be seen in appendix 4)

e. Letter of Salary Increase Periodically

This document contains of salary increase periodically based on decision letter that has been out. (Letter of Salary Increase Periodically can be seen in appendix 5)

f. Salary List

This document contains of all of employees salary including discount list, allowance employee, gross income and clean income. (Salary List can be seen in appendix 6)

g. Allowance List

This document contains of employee allowance, such as work compensation allowance (*tunjangan kompensasi kerja*), clothing and health. (Allowance List can be seen in appendix 7)

3. Accounting Record Used

Accounting record that is used in payroll accounting system is:

a. General Journal

Journal used in PDAM Kota Malang is general journal in the form of application in a computer. General journal is used for first transaction recording in PDAM Kota Malang.

b. General ledger

General ledger used is large cash in Financial Department in PDAM Kota Malang. This ledger is used for recording all transaction in PDAM Kota Malang.

4. Payroll Network Procedure

a. Present Time Recording Procedure

Based on interview with Mr. Robi (dated, 30 April 2014) employee attendance recording process using fingerprint or automatic present time, which is located in entrance of the building and in front of room each department. In that machine the data will be saved. Every two weeks present

data will be acquired by the officer with flash disk and send it to Human Resource Department. Human Resource Development section saves the data in computer database. Human Resource Development section will manage the data with attendance program available in Human Resource Department.

b. Employee Appraisal Performance Process

Payroll processes need employee attendance and employee performance data in PDAM Kota Malang. Based on *Penilaian Dan Insentif Kinerja Direksi Dan Pegawai Perusahaan Daerah Air Minum Kota Malang 2014*, procedures that is used toward employee performance are:

1) *Penilaian Sasaran Kerja Pegawai (PSKP)*

PSKP is the appraisal of employee performance based on target achieving which has been set by the company based on analysis and suggestion from employee. The target has been set is a target for every employee determined which is refers to part and company working target. Method that is used to measure working target is by comparing between realizations of achieving with employee target work. Measurement of work achieving target is done by the head of employee.

2) *Penilaian Perilaku Kerja Pegawai (PPKP)*

PPKP is an appraisal for employee performance based on observation direct from the head of employee toward employee behavior. Based on *Penilaian Dan Insentif Kinerja Direksi Dan Pegawai Perusahaan Daerah Air Minum Kota Malang 2014*, element of PPKP are:

- a. Diligence
Diligence is viewed by the employee's effort to obey the working time and working execution.
- b. Accuracy
Accuracy is accurate in working, thus working execution could running good and well according to the authority and responsible.
- c. Loyalty
Loyalty employee willingness is to prioritize the business and company progress.
- d. Initiative
Initiative is the ability and willingness of employee to improve the job result for company business.
- e. Integrity
Integrity is act with consistent according with values, norm and ethic inside the company.
- f. Cooperation
Cooperation is the ability to have a good relationship toward working unit or with the other unit in doing the task.
- g. Leadership
Leadership is the ability and willingness to motivate and influence the subordinate or other people which is related with the task section to achieve company goal

Employee performance appraisal is done by combining PSKP and PPKP. The weight value of performance appraisal is PSKP by 60% and PPKP by 40%. Performance appraisal expressed with number and designation, as follows:

- a) Performance value more than 90 – 100, Category Very Good
- b) Performance value more than 75 – 90. Category Good
- c) Performance value more than 60 -75, Category Enough
- d) Performance value more than 50 – 60, Category Less
- e) Performance value more than 0 – 50, Category Bad

c. Payroll Process Procedure

Based on interview with Mr. Samsul (dated, 5 May 2014) the section that processes a payroll in PDAM Kota Malang is welfare section. The welfare section uses a payroll application, employee data and employee attendance list data. After obtaining data, welfare section is processing the data in a computer into salary list, recap salary list, allowance list and discount list and then printed. The documents will be signed by assistant manager of welfare and manager of human resource department. After the documents have signed, the documents will be sent to financial analysis and planning section for further process. Welfare section is saving the documents as an archive.

d. Cash Disbursement Evidence Creating Procedure

Based on interview with Mrs. Mafruchach (dated, 14 May 2014) in cash and billing section, the documents (salary list, recap salary list, allowance list and discount list) will be made cash disbursement and payment check documents. Cash disbursement and payment check document will be signed by the Manager and Director of Financial Department.

e. Payroll Payment Procedure

Based on interview with Mrs. Mafruchach (dated, 14 May 2014) after signed by Manager and Director of Financial Department, cash and billing section transfer salary money to Bank BCA and Mandiri. In accounting section, based on the cash disbursement the accounting section is recorded the transaction payment of the company in general journal and summarize it in the cash.

C. Analysis and Data Interpretation

1. The Implementation of Payroll Accounting System in PDAM Kota Malang.

Based on the implementation of payroll accounting system in PDAM Kota Malang, the implementation of payroll accounting system in PDAM Kota Malang is good, it can be seen from:

- a. Document used by PDAM Kota Malang, among others:
 - 1) Employee Attendance List
 - 2) List of Discount
 - 3) Allowance List
 - 4) Salary List
 - 5) Cash Disbursement Evidence
 - 6) Letter of Salary Increase Periodically
 - 7) Salary Slip
- b. The related function in PDAM Kota Malang has already separated, thus each function has its own authority. In PDAM Kota Malang, the related function in implementing payroll system are:
 - 1) Human Resource Department, which is consisted of Human Resource Development section, Welfare section and Employee Performance Appraisal section.

- 2) Administration and Financial Department consist of Accounting section, Financial Analysis and Planning section, and Cash and Billing section.
- c. There is procedures that establish the payroll system, such as:
 - 1) Present Time Recording
 - 2) Employee Appraisal Performance Process
 - 3) Payroll Process Procedure
 - 4) Cash Disbursement Evidence Creating Procedure
 - 5) Payroll Payment Procedure
- d. In organization structure of PDAM Kota Malang already existed internal control staff thus with the existence of internal control staff, internal control in the company can be done. Internal control is useful for control operational way in the company, thus match with internal control that has existed in PDAM Kota Malang.

2. Internal Control can be Improved Due to the Implementation of Payroll Accounting System

Based on the research that is conducted in PDAM Kota Malang, the researcher is found several elements that support the internal control of the company due to the implementation of payroll accounting system.

a. Organization Structure that Separates the Functional Responsibility

Functional responsibilities are divided to the units of organization in implementing the main activities of the organization. It can be seen from:

- 1) The function that creating payroll list is already separated from the function that has a task for salary payments. To create internal control systems, accounting function should be separated from saving function.
- 2) Present time recording function is already separated from operation function (like technique and production function). According to Mulyadi (2013:165) operation function is a function that has an authority to implement the activities (for example, purchasing).

b. Authorization System and Recording Procedure

In an organization, every transaction is authorized by the official who has authority to verify the transaction. The authorization system and recording procedure are as follows:

- 1) Every employee in PDAM Kota Malang has a Letter of Appointment as an employee (*Surat Keputusan Pengangkatan sebagai Karyawan Perusahaan*) which has been signed by General Director. This will prevent the salary payment to employee that don't have right to accept.

- 2) Every employee salary data changes are based on Director Decree (*Surat Keputusan Direksi*). In PDAM Kota Malang Financial Director has the authority about the employee salary data changes, thus employee data changes are guaranteed the truth and the legality.
- 3) In PDAM Kota Malang employee attendance list is authorized by human resource development section in Human Resource Department.
- 4) Cash disbursement evidence in PDAM Kota Malang is made by section of cash and billing which then the form is authorized by the Manager and Director of Financial Department. The organization has been set the system that regulates the authority function. This is one of internal control way that is conducted by the organization.

c. Healthy Practice

Healthy practice means perform the duties and the authority systems that has been set by the company can guarantee organization activities. These are some of healthy practice in the organization:

- 1) In PDAM Kota Malang the process of attendance recording is using fingerprint for presence. The employee puts fingerprint when during early come and finish work, thus it can be used as a base calculation for appraisal. Using fingerprint is one of internal control way, because by using fingerprint can minimize the possibility of fraud that will happen

- 2) In PDAM Kota Malang, salary list is verified and analyzed by the section of financial analysis and planning. The organization has been set the system that regulates authority divisions. This represents one of internal control activities to improve company performance.
- 3) The use of serial number printed form (*formulir bernomor urut tercetak*) such as cash disbursement evidence and payment check is authorized by the Manager and Director of Financial Department. This will perform the transaction responsibilities keep implemented.
- 4) There is taking leave of absence (*pengambilan cuti*) for eligible employee in the organization. The related employee will be replaced for a while with the other employee to replace the task, thus if there is a fraud, it can be revealed by the employee which replaces the employee concerned before.
- 5) Surprise audit is often conducted to the section of the organization by internal control staff. The internal control staff has own schedule to conduct audit surprise, thus the section in the organization does not know if surprise audit will be conducted suddenly. This will push the employee to conduct the duties.
- 6) Job rotation in the organization is often conducted appropriate with the necessary. This shows the organization can keep the independence of the employee in implementing the duties, thus can minimize the fraud.


3. The Weaknesses that are Found in PDAM Kota Malang

Based on the research that is conducted in PDAM Kota Malang, the researcher is found several weaknesses, such as:

- a. There is no statement of the income tax amount (*pajak penghasilan pasal 21*) in the salary slip. According to Mulyadi (2013:78) the benefits of using form are “to record the company transaction, to minimize the mistake by express all of events in the form, to communicate the main information from one person to another person or to another organization”. Related to the payroll accounting system, an organization required a document that informs a list of discount applied to reduce the amount of salary received by an employee (so called as discount list). Therefore, there is a need of information about the of the discount mention in the salary slip. Based on that, this study suggests adding discount of Pph21 in salary slip, thus employee that works in the organization can know how much the discount of Pph21 related with income.

From the recommendations above, salary slip that recommended can be seen in Figure 4.3 below:

Figure 4.3
Salary Slip PDAM Kota Malang (Recommended)

	
PDAM KOTA MALANG SLIP GAJI PERIODE 201404	
NAMA	:
NPP	:
GOLONGAN/RUANG	:
JABATAN	:
<hr/>	
PENERIMAAN	POTONGAN
1. GAJI (Pokok+Tunj.Kel) :	Rp.
2. TTK :	Rp.
3. TUNJANGAN-2 LAIN :	Rp.
<hr/>	
Jumlah	Rp.
<hr/>	
JUMLAH YANG DITERIMA	Rp.
<hr/>	
Catatan :	
Potongan Ttk :	
<p>Malang, 29/04/2014 Asman. Kesejahteraan Pegawai</p> <p><u>Saiful Ghozi . SAB</u> Npp.04880133</p>	

Source: Data Processed, 2014

- b. Flowchart that is used by PDAM Kota Malang in figure 4.2 has the weakness, because it doesn't show the procedure, the document used and the related function in details. Flowchart in details is required because good information is needed by the company to improve the performance of the company. According to Mulyadi (2013:64) the benefits of flowchart

are “to find the weakness of the system that is used, the changes of system is easier to describe in the flowchart, the description of system in overall is easier to be gained by using flowcharts”. Based on that, the researcher provides a flowchart in details related to the payroll accounting systems. It can be seen in figure 4.4 below:

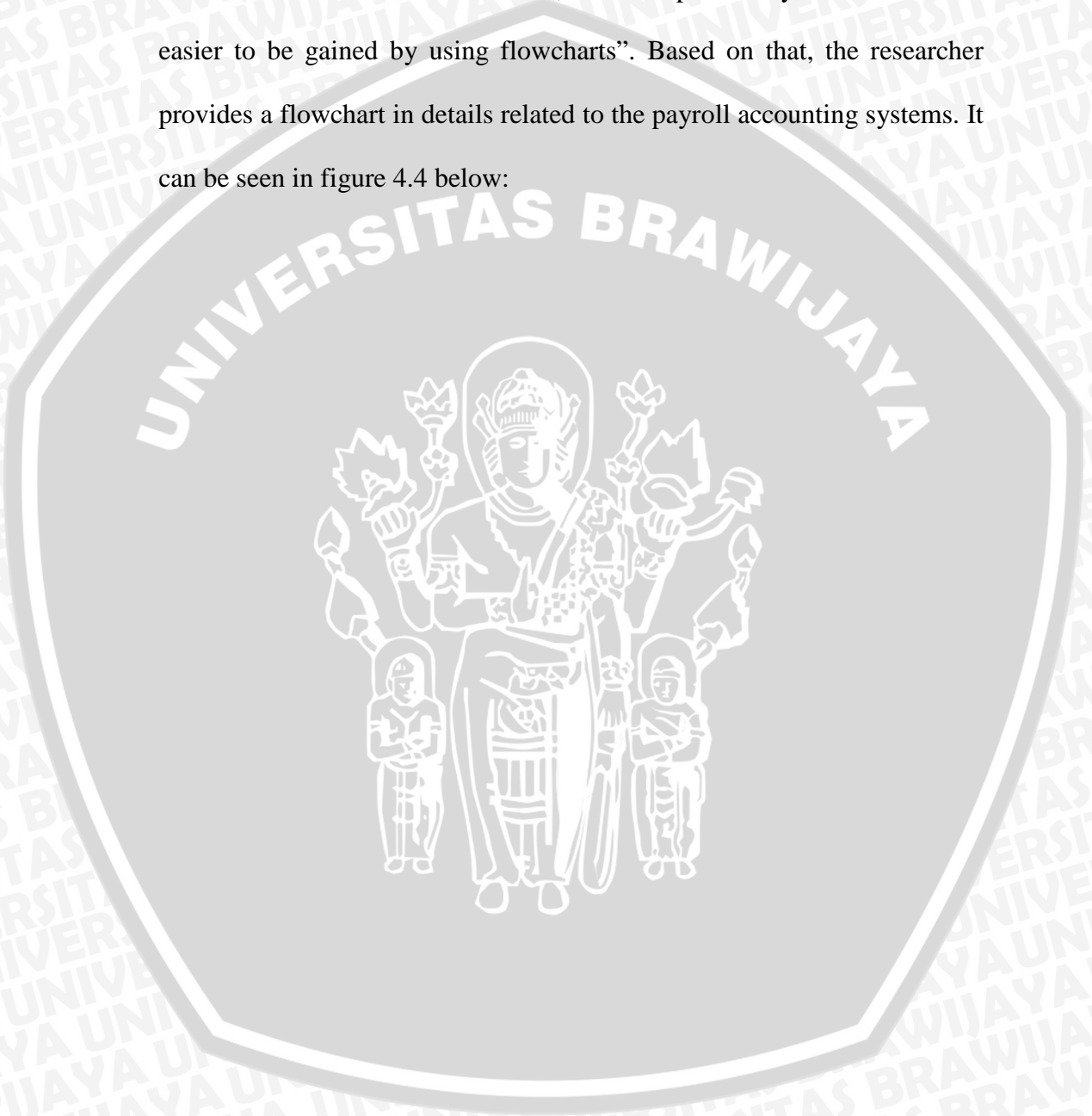
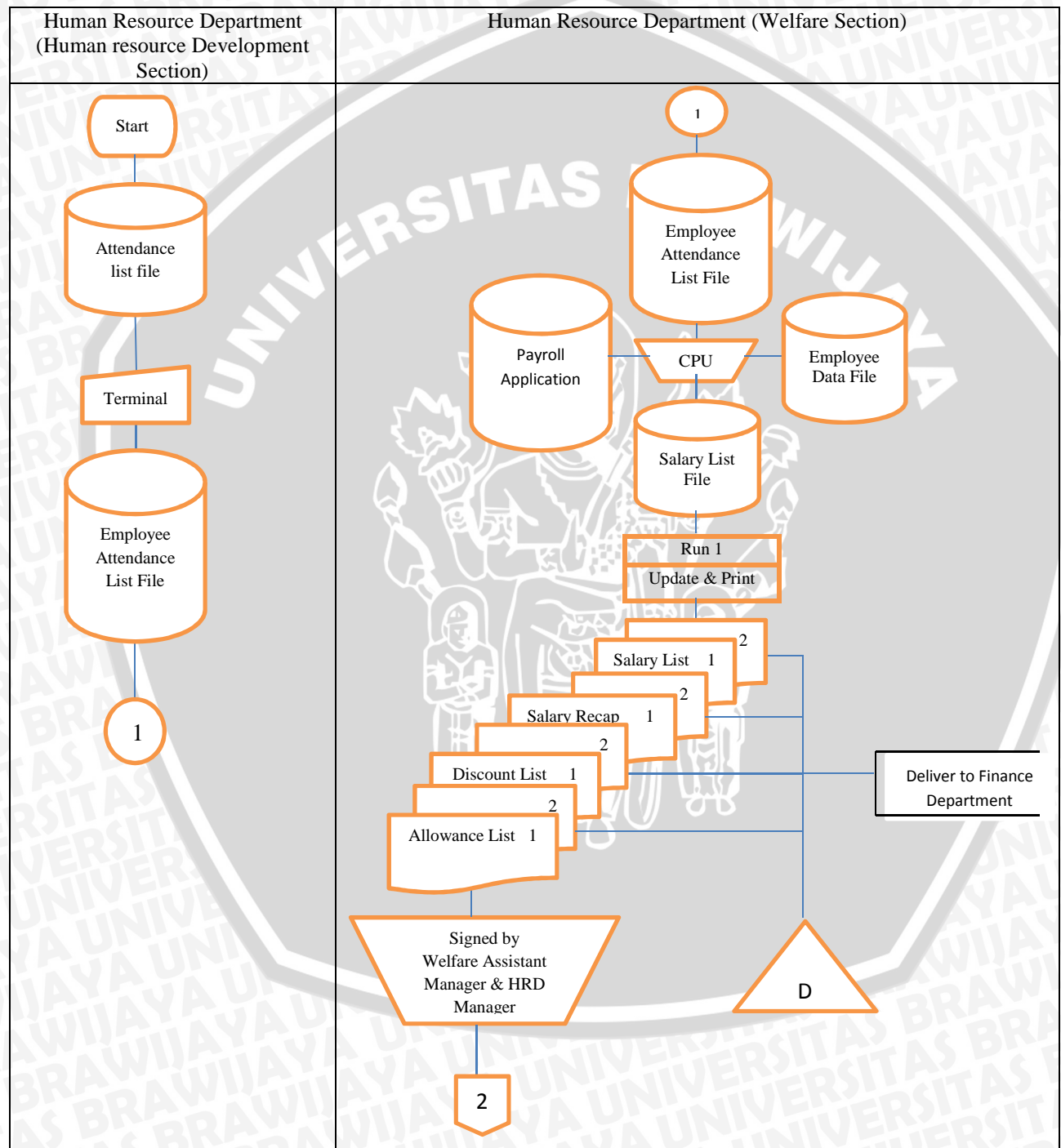


Figure 4.4

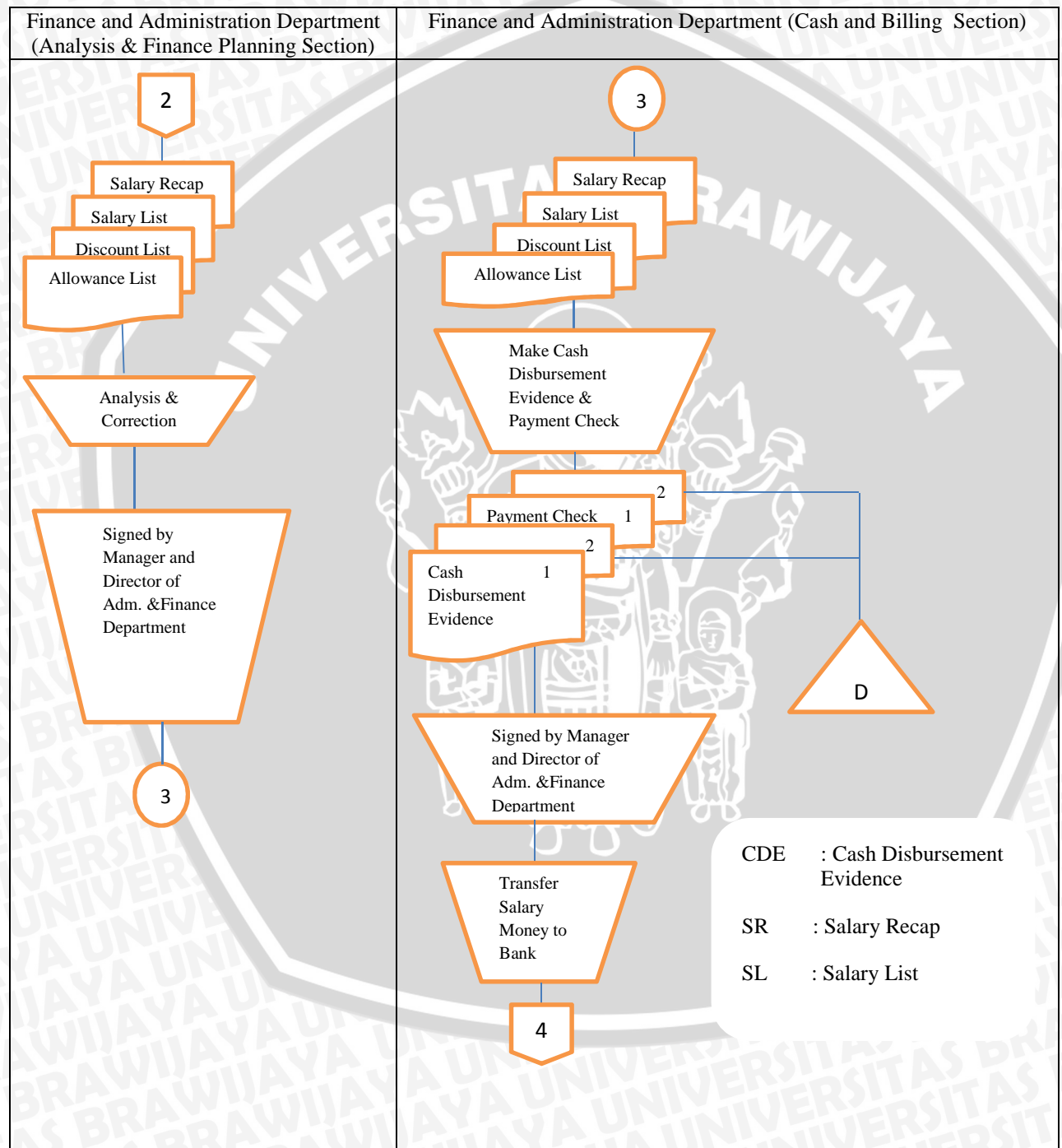
Payroll Accounting System PDAM Kota Malang



Source: Data Processed, 2014

Figure 4.4

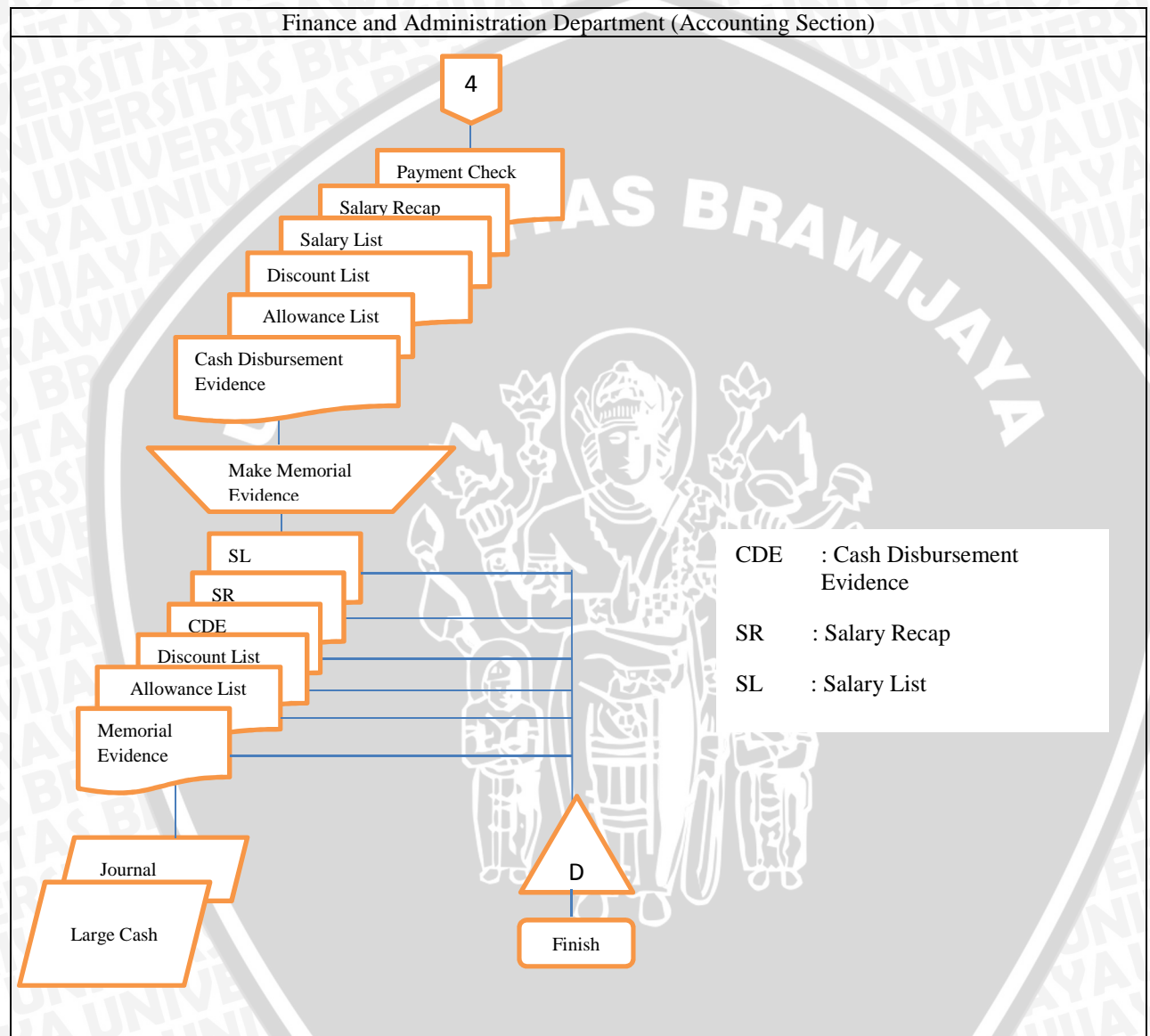
Payroll Accounting System PDAM Kota Malang (Continuation)



Source: Data Processed, 2014

Figure 4.4

Payroll Accounting System PDAM Kota Malang (Continuation)



Source: Data Processed, 2014

The explanation of flowchart in figure 4.4:

a. Human Resource Development Section

In this section, part of time recording is Human Resource Development section. First, staff of human resource development section collects attendance data from finger print tools and send it to human resource development section. Human resource development section processes data file in a computer into employee attendance list files. After the file is created, Human Resource Development staff sends employee data file and employee attendance list with flash disk to Welfare staff which payroll will be processed for further.

b. Welfare Section

The section that processes a payroll in PDAM Kota Malang is welfare section. The welfare section uses a payroll application, employee data and employee attendance list data. After obtaining data, welfare section is processing the data in a computer into salary list, recap salary list, allowance list and discount list and then printed. The documents will be signed by the Assistant Manager of Welfare and Manager of Human Resource Department. After the documents signed, the documents will be sent to financial analysis and planning section for further process. Welfare section is saving the documents as an archive.

c. Financial Analysis and Planning Section

Payroll documents that received from welfare section will be analyzed and corrected by section of financial analysis and planning. If there is a mistake, the documents will be sent back to welfare section to be revised again. If the documents have already corrected, the documents will be signed by the manager and the director of financial and administration Department. When the documents have already signed, the documents will be sent to section of cash and billing.

d. Cash and Billing Section

In section of cash and billing, the documents will be made cash disbursement and payment check documents. Cash disbursement and the payment check document will be signed by the Manager and Director of Administration and Financial Department. After signed by manager and director, section of cash and billing transfer salary money to Bank BCA and Mandiri.

e. Accounting Section

For accounting section, salary list, discount list, salary recap, payment check and cash disbursement will be made of memorial evidence. For further, section of accounting recorded to journal and large cash and make financial report.

CHAPTER V

CONCLUSION AND SUGGESTION

A. Conclusion

From the formulation of problem and the result of discussion which has conducted by the researcher about the implementation of payroll accounting system as an effort to improve the internal control system in PDAM Kota Malang, it can be concluded as follows:

1. Based on the implementation of payroll accounting system in PDAM Kota Malang, the implementation of payroll accounting system in PDAM Kota Malang is good, it can be seen from:

- a. Document used by PDAM Kota Malang, among others:

- 1) Employee Attendance List
 - 2) List of Discount
 - 3) Allowance List
 - 4) Salary List
 - 5) Cash Disbursement Evidence
 - 6) Letter of Salary Increase Periodically
 - 7) Salary Slip

b. The related function in PDAM Kota Malang has already separated, thus each function has its own authority. In PDAM Kota Malang, the related function in implementing payroll system are:

- 1) Human Resource Department, which is consisted of Human Resource Development section, Welfare section and Employee Performance Appraisal section.
- 2) Administration and Financial Department consist of Accounting section, Financial Analysis and Planning section, and Cash and Billing section.

c. There is procedures that establish the payroll system, such as:

- 1) Present Time Recording
- 2) Employee Appraisal Performance Process
- 3) Payroll Process Procedure
- 4) Cash Disbursement Evidence Creating Procedure
- 5) Payroll Payment Procedure

d. In organization structure of PDAM Kota Malang already existed internal control staff thus with the existence of internal control staff, internal control in the company can be done. Internal control is useful for control operational way in the company, thus match with internal control that has existed in PDAM Kota Malang.

2. The implementation of payroll accounting system as an effort to improve the internal control system can be seen from:

a. Organization structure that separates the functional responsibility

- 1) The function that creating payroll list is already separated from the function that has a task for salary payments. To create internal control systems, accounting function should be separated from saving function.
- 2) Present time recording function is already separated from operation function (like technique and production function). According to Mulyadi (2013:165) operation function is a function that has an authority to implement the activities (for example, purchasing).

b. Authorization System and Recording Procedure

- 1) Every employee in PDAM Kota Malang has a Letter of Appointment as an employee (*Surat Keputusan Pengangkatan sebagai Karyawan Perusahaan*) which has been signed by General Director. This will prevent the salary payment to employee that don't have right to accept.
- 2) Every employee salary data changes are based on Director Decree (*Surat Keputusan Direksi*). In PDAM Kota Malang Financial Director has the authority about the employee salary data changes, thus employee data changes are guaranteed the truth and the legality.

- 3) In PDAM Kota Malang employee attendance list is authorized by human resource development section in Human Resource Department.
- 4) Cash disbursement evidence in PDAM Kota Malang is made by section of cash and billing which then the form is authorized by the Manager and Director of Financial Department. The organization has been set the system that regulates the authority function. This is one of internal control way that is conducted by the organization.

c. Healthy Practice

- 1) In PDAM Kota Malang the process of attendance recording is using fingerprint for presence. The employee puts fingerprint when during early come and finish work, thus it can be used as a base calculation for appraisal. Using fingerprint is one of internal control way, because by using fingerprint can minimize the possibility of fraud that will happen.
- 2) In PDAM Kota Malang, salary list is verified and analyzed by the section of financial analysis and planning. The organization has been set the system that regulates authority divisions. This represents one of internal control activities to improve company performance.
- 3) The use of serial number printed form (*formulir bernomor urut tercetak*) such as cash disbursement evidence and payment check is

authorized by the Manager and Director of Financial Department. This will perform the transaction responsibilities keep implemented.

4) There is taking leave of absence (*pengambilan cuti*) for eligible employee in the organization. The related employee will be replaced for a while with the other employee to replace the task, thus if there is a fraud, it can be revealed by the employee which replaces the employee concerned before.

5) Surprise audit is often conducted to the section of the organization by internal control staff. The internal control staff has own schedule to conduct audit surprise, thus the section in the organization does not know if surprise audit will be conducted suddenly. This will push the employee to conduct the duties.

6) Job rotation in the organization is often conducted appropriate with the necessary. This shows the organization can keep the independence of the employee in implementing the duties, thus can minimize the fraud.

3. There are still the weaknesses that the researcher should give recommendations.

Such as:

- a. Salary slip that is used by PDAM Kota Malang there is no discount of Pph21, while in document of discount list of PDAM Kota Malang there is discount of Pph21.

- b. Flowchart that is used by PDAM Kota Malang doesn't show the procedure, the document used and the related function in details.

B. Suggestion

Based on conclusion above, the researcher give some suggestion:

1. Better in salary slip used by PDAM Kota Malang to add discount of Pph21 because with added discount of Pph21 in salary slip that is used, means improving the information to avoid the miss understanding between the organization and employee. Because a transparency is needed by the organization in order to improve the performance of the company to achieved the goal that has been set..
2. Flowchart that is used by PDAM Kota Malang has the weakness, because it doesn't show the procedure, the document used and the related function in details.

Based on that, the researcher provides a flowchart in details related to the payroll accounting systems. Flowchart in details is required because good information is needed by the company to improve the performance of the company.

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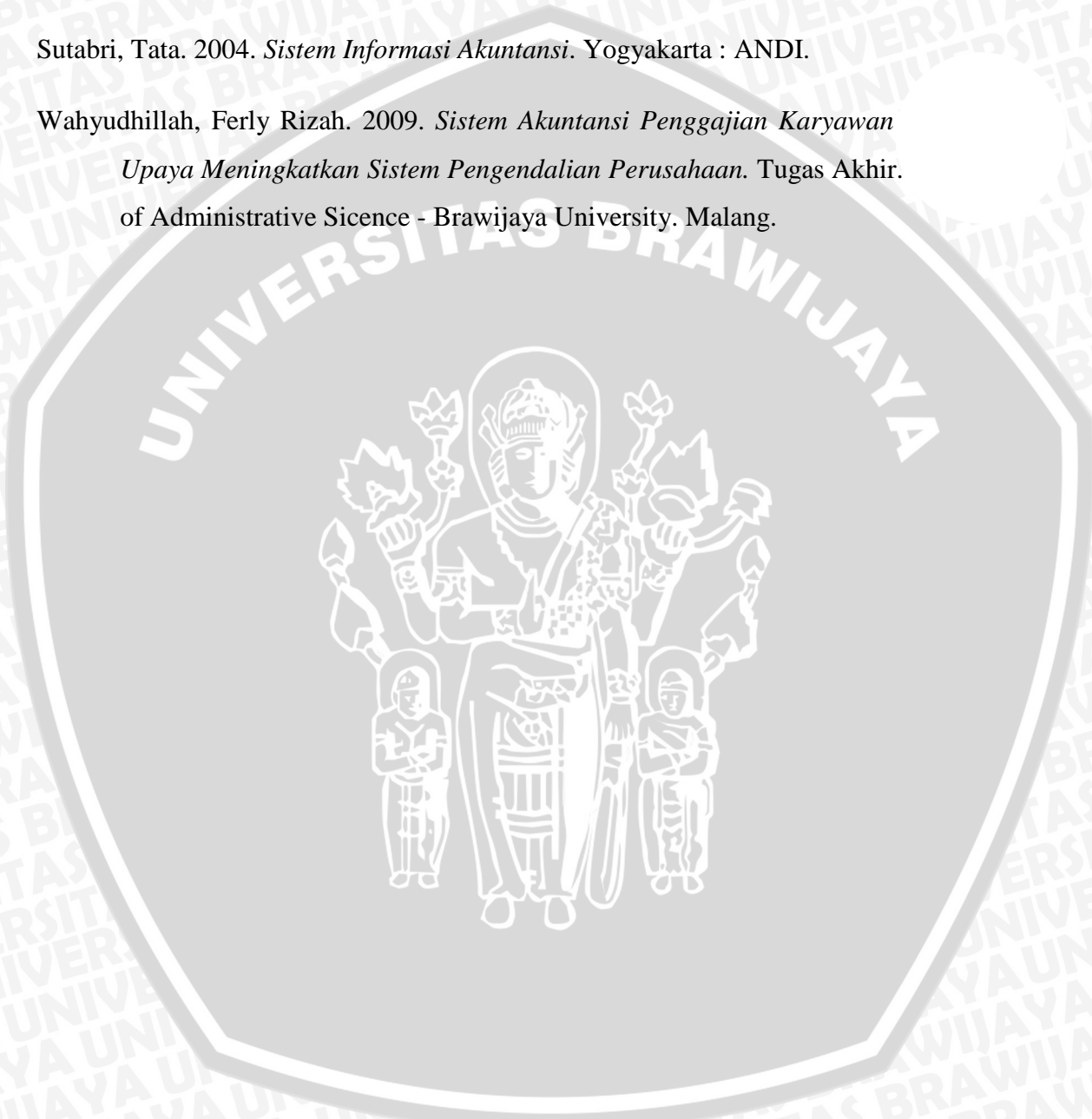
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CURRICULUM VITAE

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Gender : Male

Religion : Moslem

Telephone : 085737488887

Formal Education :

1. 2004 graduated from SD 6 Kuta Elementary School
2. 2007 graduated from SMP 2 Mataram Junior High School
3. 2010 graduated from SMAN 2 Mataram Senior High School
4. 2014 graduated from Brawijaya University Malang

Internship Experience : Batavia Prosperindo Sekuritas, Jl. Kahuripan no.5, Malang.

Research : The Implementation of Payroll Accounting System as an Effort to Improve the System of Internal Control (Case Study at PDAM Kota Malang)



PEMERINTAH KOTA MALANG
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Sertifikat No. ID 07 / 0991

SURAT KETERANGAN

Nomor : 072 / 0106 / 35.73.701 / 2014

1. Yang bertanda tangan dibawah ini :

- a. Nama : Herianto, SH
- b. Jabatan : Manajer Sumber Daya Manusia

Dengan ini menerangkan bahwa :

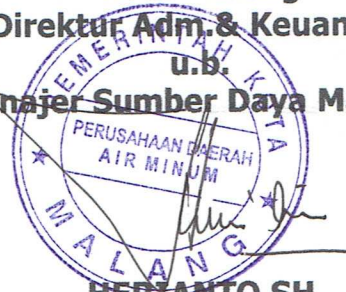
- a. Nama : Fio Alfiandi
- b. Nim : 105030200121003
- c. Universitas : Universitas Brawijaya Malang
Jurusan Administrasi Bisnis

Pernah melaksanakan Penelitian Skripsi mulai tanggal 19 April – 17 Juni 2014
di Perusahaan Daerah Air Minum Kota Malang.

2. Demikian Surat Keterangan ini dibuat untuk dipergunakan sebagaimana
mestinya.

Malang, 12 Agustus 2014

a.n. Direktur Utama
Perusahaan Daerah Air Minum
Kota Malang
Direktur Adm. & Keuangan
u.b.
Manajer Sumber Daya Manusia



HERIANTO,SH
NPP : 10910211

Appendix 1

Attendances List in PDAM Kota Malang

PDAM KOTA MALANG

Rekapitulasi ABSEN

Periode : 201405

Tgl absensi : 03-03-2014 s/d 31-03-2014

NO	NPP	NAMA	J-HARI	OK	LAMBAT	ALPA	TAP	TAD	IJIN	CUTI
1	10930381	AAN	20	20	0	0	0	0	0	0
2	08020559	SETIAWAN	20	20	0	0	0	0	0	0
3	10910230	ABDUL ROHIM	20	20	0	0	0	0	0	0
4	03920252	ACHMAD TUKIJAN	20	19	0	0	1	0	0	0
5	04880163	ADI SUPRANOTO, Drs	20	18	0	0	0	0	2	0
6	10930365	AGSDIAN SINTOWATI, SE, M.AB	20	7	7	0	0	6	0	0
7	10910209	AGUS INDRADI, Drs	20	18	0	0	0	0	2	0
8	03920320	AGUS IRIANTO K	20	20	0	0	0	0	0	0
9	07920338	AGUS KARJANI	20	20	0	0	0	0	0	0
10	04880154	AGUS MINTONO	20	20	0	0	0	0	0	0
11	03920329	AGUS MULASI	20	19	1	0	0	0	0	0
12	03920330	AGUS SANTOSO, Ir	20	17	0	0	0	0	3	0
13	08020560	AGUS SUGIANTO	20	20	0	0	0	0	0	0
14	04950415	AGUS SUGYANTO	20	20	0	0	0	0	0	0
15	02970519	AGUS SUPRIYADI	20	20	0	0	0	0	0	0
		SUPRIYADY								

Source: PDAM Kota Malang, 2014

Appendix 2

Discount List in PDAM Kota Malang

PERS.DAERAH AIR MINUM KOTA MALANG
DAFTAR POTONGAN PEGAWAI
BULAN JULI 2014

NO	NIP	NAMA	DASOS	GNOTA	TABANAS	INFAQ	POT.SDM	PPH21	DAPEN	JAM SOSTEK
1	03920310	ANJAR RIYANTO, DRS	20.000	10.000	500.000	1.000	531.000	714.035	485.790	58.410
2	10930399	RETNO WULANDARI, Ir	20.000	10.000	0	5.000	35.000	737.479	480.530	61.518
3	04880145	SUBANDI, SAB	20.000	10.000	100.000	5.000	135.000	795.130	529.178	71.836
4	04880149	SUMARSONO	20.000	10.000	0	4.000	34.000	778.255	529.178	71.836
5	04880139	SUPRIYO HERU WIDODO, ST	20.000	10.000	1.000.000	5.000	1.035.000	761.194	520.199	71.836
6	04880163	AGSDIAN SINTOWATI, SE, M.AB	20.000	10.000	0	5.000	35.000	777.038	510.934	74.874
7	03840110	H. ADI SUCIPTO, ST, SE, M.AB	20.000	10.000	500.000	15.000	545.000	806.535	544.475	79.666
8	04880150	SANTOSO ANDRIJONO, SE	20.000	10.000	1.000.000	15.000	1.045.000	777.945	520.294	74.874
9	10910211	HERIANTO, SH	20.000	10.000	1.000.000	1.000	1.031.000	708.262	491.730	60.250
10	10950451	ANITA SARI, SH, MH	20.000	10.000	100.000	5.000	135.000	704.742	489.845	59.640
11	01940103	SAHRAN RM. IR	20.000	10.000	2.500.000	15.000	2.545.000	845.799	565.317	83.034
12	03920301	SULIS ANDRI ASMAMAN, ST	20.000	10.000	0	4.000	34.000	712.142	493.805	60.880
13	03920283	ISWAGIANTONO, ST	20.000	10.000	0	4.000	34.000	712.142	493.805	60.880
14	10910240	SUWITO, IR	20.000	10.000	0	1.000	31.000	693.424	483.792	57.804
15	10950453	ARI MUKTI, Ir	7.500	5.000	0	1.000	13.500	458.548	380.955	52.670
16	10950440	HENDRO PRAKOSO, Drs	7.500	5.000	0	1.000	13.500	458.548	380.955	52.670
17	10100615	DUDI BAMBANG SUDARMONO	7.500	5.000	0	1.000	13.500	421.300	351.999	43.728
18	07060580	HARYO BAGUS WASKITO	7.500	5.000	0	1.000	13.500	421.840	361.415	48.494
19	03920256	YUDI DARWIN	7.500	5.000	0	4.000	16.500	552.808	422.367	65.454
20	04880136	NUZULA MAFRUCHAH, SAB	7.500	5.000	2.000.000	5.000	2.017.500	592.760	452.762	74.874

Source: PDAM Kota Malang, 2014

Appendix 3

Salary Slip PDAM Kota Malang

PDAM KOTA MALANG SLIP GAJI PERIODE 201404

NAMA : BAMBANG SUMANTRI
 NPP : 03920302
 GOLONGAN/RUANG : C1
 JABATAN : STAF ASMAN. PENGEMBANGAN SDM

PENERIMAAN		POTONGAN	
1. GAJI (Pokok+Tunj.Kel) :	Rp. 3.362.400	1. JAMSOSTEK :	Rp. 56.040
2. TKK :	Rp. 324.500	2. DAPENMA :	Rp. 246.845
3. TUNJANGAN-2 LAIN :	Rp. 1.435.085	3. TABANAS :	Rp. 50.000
		4. DANA SOSIAL :	Rp. 5.000
		5. GNOTA :	Rp. 2.000
		6. INFAQ :	Rp. 1.000
Jumlah	Rp. 5.121.985	Jumlah	Rp. 360.885
JUMLAH YANG DITERIMA	Rp. 4.761.100		

Catatan :
 Potongan Tkk : 0

Malang, 29/04/2014
 Asman. Kesejahteraan Pegawai

Saiful Khozi, SAB
 Npp.04880133

Source: PDAM Kota Malang, 2014



Appendix 4

Cash Disbursement in PDAM Kota Malang



Voucher Bank Keluar (VBK)

Dibayar kepada : SISTEM INFORMASI MANAJEMEN

Tanggal VBK : 22-05-2014

Jumlah :

No VBK : VBK-1405-00192

Terbilang :

Kode Perkiraan	Nama Perkiraan	Jumlah	
		Debit	Kredit
30.01.01	Voucher Yg Masih Harus Dibayar		
10.01.04	Rekening Giro BCA		
Total			

Uraian :

Malang, 22-05-2014
Diajukan OlehMalang, 22-05-2014
Disetujui OlehAGSDIAN SINTOWATI, SE, MAB
MANAJER KEUANGANMIFTAHUL MUNIR, SE, MM
DIREKTUR ADMISISTRASI DAN
KEUANGAN

Telah diterima

No Cek	:	Tanda	:
Tanggal Cek	:	Tangan	:
Nama Bank	:	Rekening Giro BCA	
Jumlah Uang	:	Rp.	
Nama Penerima	:		

Appendix 5

Letter of Salary Increase Periodically in PDAM Kota Malang

Malang, 21 April 2014

Nomor : 800 / 0048 / 36.73.701 / 23 / 2014
 Sifat : Penting
 Lampiran : -
 Perihal : Kenaikan Gaji Berkala

Kepada
 Yth. Sdr.

PD. Air Minum Kota Malang
 di
 M A L A N G

Dengan ini diberitahukan sehubungan telah dipenuhinya masa keaja dan syarat-syarat lainnya kepada :

1. N a m a : , -
2. N P P : , -
3. Pangkat/Goongan : , -
4. Jabatan : , -
5. Gaji Pokok Lama : Rp , -
 (atas dasar SK / surat terakhir tentang gaji / pangkat yang ditetapkan)
 - a. oleh pejabat : Direksi Perusahaan Daerah Air Minum Kota Malang
 - b. tanggal nomor : 13 Mei 2013 – 04/043/2013
 - c. tanggal mulai berlakunya gaji tsb : 01 Januari 2013
 - d. Masa kerja golongan pada tgl. tsb : 27 Tahun 7 Bulan

Diberikan kenaikan gaji berkala egawai sebagai berikut :

6. Gaji Pokok Baru : Rp , -
7. Berdasarkan masa kerja : 28 Tahun 0 Bulan
8. Dalam golongan ruang : Staf Madya / D 2
9. Terhitung mulai tanggal : 01 Mei 2014
10. Keterangan : Penghasilan lainnya dibayarkan berdasarkan gaji pokok baru

Demikian untuk dapat dipergunakan sebagaimana mestinya.

DIREKTUR ADMINISTRASI DAN KEUANGAN

MIFTAHUL MUNIR, SE, MM

Source: PDAM Kota Malang, 2014

Appendix 6

Salary List in PDAM Kota Malang

PERUSAHAAN DAERAH AIR MINUM
KOTA MALANG

DAFTAR GAJI PEGAWAI BULAN APRIL 2011

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NO	Nama tempat lahir golongan	stawi anak jawa	PENGHASILAN				POTONGAN			Jumlah potongan	Jumlah penerimaan bersih yg dibayarkan
			Gaji Pokok T. Istri T. Anak	T. struktural T. Umum Bulatan	Jumlah penghasilan kotor	FPH ps 21 Jml Kotor +pphps21	daperma	pph21	JAMSOSTEK		
43	[REDACTED] JOMBANG 12/08/1969 10930378 C1	K 2 4	2.240.600 224.060 224.060	500.000 0 28	3.188.748	121.637 3.310.385	159.436	121.637	44.812	325.885	2.984.500
44	[REDACTED] NGANJUK 21/02/1974 10930395 B4	K 1 3	2.149.700 214.970 107.485	500.000 0 47	2.972.202	116.337 3.088.539	148.608	116.337	42.994	307.939	2.780.600
45	[REDACTED] BINJAI 05/11/1965 10950453 B4	K 0 3	2.091.800 0 209.180	500.000 0 5	2.800.985	107.860 2.908.845	140.049	107.860	41.836	289.745	2.619.100
46	[REDACTED] PASURUAN 17/09/1969 04950436 B4	K 2 4	2.091.800 209.180 209.180	500.000 0 84	3.010.244	112.296 3.122.540	150.508	112.296	41.836	304.640	2.817.900
47	[REDACTED] MALANG 29/05/1973 04950417 B4	K 2 4	2.091.800 209.180 209.180	500.000 0 84	3.010.244	112.296 3.122.540	150.508	112.296	41.836	304.640	2.817.900
48	[REDACTED] MALANG 04/11/1972 10930394 C1	K 2 4	2.240.600 224.060 224.060	0 0 28	2.688.748	151.324 2.840.072	134.436	151.324	44.812	330.572	2.509.500
49	YUDI DARWIN JAKARTA 14/05/1965 03920256 C3	K 2 4	2.501.500 250.150 250.150	0 0 20	3.001.820	167.668 3.169.488	150.090	167.668	50.030	367.788	2.801.700
7	Jumlah halaman ini	11 26	15.407.800 1.331.600 1.433.295	2.500.000 0 298	20.672.991	889.418 21.562.409	1.033.635	889.418	308.156	2.231.209	19.331.200
49	Jumlah sd halaman ini	74 173	123.098.100 10.057.510 10.661.535	49.900.000 0 2.676	193.719.821	14.042.864 207.762.685	9.685.859	14.042.864	2.461.962	26.190.685	181.572.000

MALANG, 21 September 2011

Lembar ini membuat 7 Pegawai
Status Perkawinan
TK : Tidak Kawin D : Duda
K : Kawin J : Janda

Pembuat daftar gaji
Asman, Kesejahteraan Pegawai

Saiful Khozi, SAB

Source: PDAM Kota Malang, 2014

Appendix 7

Allowance List in PDAM Kota Malang

PERUSAHAAN DAERAH AIR MINUM DAFTAR : Penerimaan Tunjangan Pegawai Bagian bulan sbb:
KOTA MALANG Tunjangan Kompensasi Kerja Berdasarkan Keputusan Direktur Utama No K/12/th 2001 tgl 23-06-2001
Tunjangan Kesehatan Bagi Direksi dan Pegawai PDAM Berdasarkan Keputusan Direksi No K/12/th 2010 tgl 1-3-2010
Tunjangan Perumahan Berdasarkan Keputusan Direktur Utama No K/20/th 2002 tgl 27-05-2002
Tunjangan Sandang pangan Berdasarkan Keputusan Direksi No K/14/th 2010 tgl 1-5-2010
Tunjangan Operasional Jabatan Berdasarkan Keputusan Direktur Utama No K/08/th 2006 tgl 18-01-2006
Tunjangan Jabatan Fungsional Berdasarkan Keputusan Direksi No K/08/th 2010 tgl 29-01-2010

APRIL 2011 Page 9

NO	Nama Temhir Tanghir Npp	Jabatan	1Gol 2Masa kerja	1. Tkk 2. Tunj. Operasional	Rumah	Sandang	Kesehatan	Jumlah Kotor	Dapenma 5 %	1.Jumlah 2.Pembulatan	Jumlah Bersih
57	[REDACTED] MADIUN 21/05/1963 03920322	STAF LITRANG	B4 19	305.600 0	100.000	550.000	150.000	1.105.600	55.280	1.050.320 80	1.050.400
58	FIFI FAUSIAH MALANG 16/05/1960 06090592	STAF LITRANG	B1 1	220.000 0	100.000	550.000	150.000	1.020.000	51.000	969.000 0	969.000
59	[REDACTED] MAGETAN 07/04/1966 03920317	STAF SIM	B4 19	305.600 0	100.000	550.000	150.000	1.105.600	55.280	1.050.320 80	1.050.400
60	[REDACTED] SITUBONDO 13/03/1972 02970515	STAF SIM	B3 13	273.900 0	100.000	550.000	150.000	1.073.900	53.695	1.020.205 95	1.020.300
61	[REDACTED] MALANG 13/08/1978 08090609	STAF SIM	B1 1	220.000 0	100.000	550.000	150.000	1.020.000	51.000	969.000 0	969.000
62	[REDACTED] MALANG 27/03/1960 10910208	STAF ASMAN PERENC. & ANALISA KEUANGAN	B4 19	305.600 0	100.000	550.000	150.000	1.105.600	55.280	1.050.320 80	1.050.400
63	RATIH DHANAYANTI, SE SUTAPARTA 27/03/1968 03920278	STAF ASMAN PERENC. & ANALISA KEUANGAN	B4 19	305.600 0	100.000	550.000	150.000	1.105.600	55.280	1.050.320 80	1.050.400
7	Jumlah halaman ini			1.936.300 0	700.000	3.850.000	1.050.000	7.536.300	376.815	7.159.485 415	7.159.900
63	Jumlah sd halaman ini			20.619.775 28.550.000	9.900.000	58.575.000	19.200.000	136.844.775	5.423.395	131.421.380 3.220	131.424.600

Lembar ini memuat 7 Pegawai

MALANG, 21 September 2011

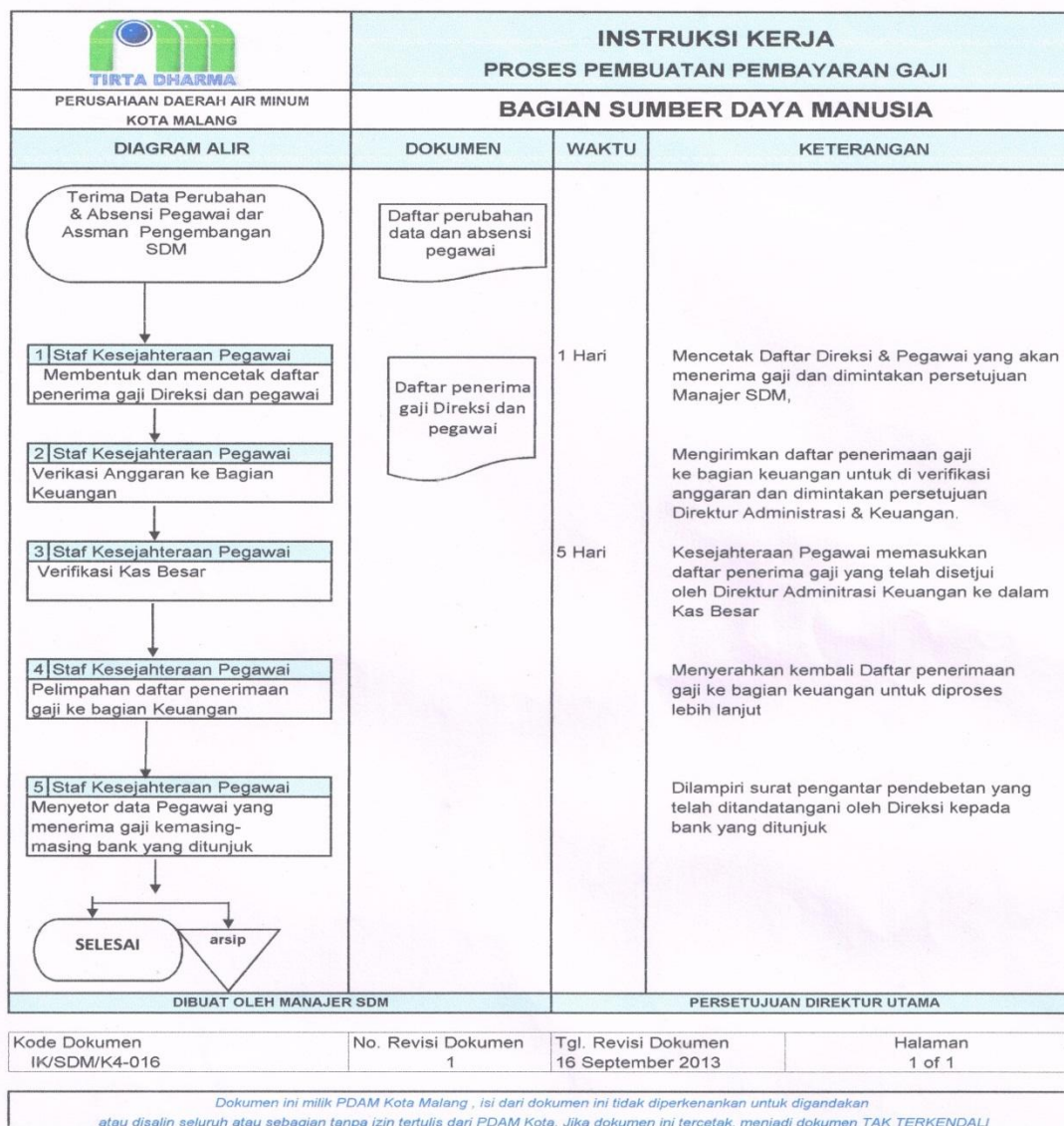
Pembuat daftar gaji
Asman, Kesejahteraan Pegawai

Saiful Ghosli, SAB
NPP. 0466133

Source: PDAM Kota Malang, 2014

Appendix 8

Cash Disbursement Evidence in PDAM Kota Malang



Source: PDAM Kota Malang, 2014