



DIGITAL TRANSFORMATION IN CASH FLOW MANAGEMENT AND DOCUMENT PROCEDURES TO IMPROVE BUSINESS EFFICIENCY AND PRODUCTIVITY

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Abstract

This internship aims to analyze how cash flow management and the effectiveness of document procedures in ensuring financial accountability at PT Wijaya Karya Beton Tbk PPB Majalengka. The analysis is carried out to assess the extent to which the cash flow management system and document administration procedures can improve the transparency and accuracy of the company's financial records. The methods used in this research include direct work practice, observation, analysis of company documents, and interviews with finance department employees. The results of the analysis show that the lack of synchronization between financial transactions and the recording system causes delays in financial reporting. In addition, many documents are still managed manually, which increases the risk of loss and recording errors. The available Enterprise Resource Planning (ERP) system has not been optimally utilized due to lack of training for employees. Miscommunication in coordination between sections also hampers work efficiency, especially in the exchange of financial and administrative information. To overcome this, the company needs to improve financial management efficiency and accountability.

Keywords: *cash flow, financial accountability, financial management, PT Wijaya Karya Beton*

Abstrak

Magang ini bertujuan untuk menganalisis bagaimana pengelolaan arus kas dan efektivitas prosedur dokumen dalam menjamin akuntabilitas keuangan di PT Wijaya Karya Beton Tbk PPB Majalengka. Analisis dilakukan untuk menilai sejauh mana sistem pengelolaan arus kas dan prosedur administrasi dokumen dapat meningkatkan transparansi serta akurasi pencatatan keuangan perusahaan. Metode yang digunakan dalam penelitian ini meliputi praktik kerja langsung, observasi, analisis dokumen perusahaan, serta wawancara dengan pegawai bagian keuangan. Hasil analisis menunjukkan bahwa kurangnya sinkronisasi antara transaksi



keuangan dengan sistem pencatatan menyebabkan keterlambatan dalam pelaporan keuangan. Selain itu, masih banyak dokumen yang dikelola secara manual, yang meningkatkan risiko kehilangan dan kesalahan pencatatan. Sistem Enterprise Resource Planning (ERP) yang tersedia belum dimanfaatkan secara optimal akibat kurangnya pelatihan bagi pegawai. Miskomunikasi dalam koordinasi antar bagian juga menghambat efisiensi kerja, terutama dalam pertukaran informasi keuangan dan administrasi. Untuk mengatasi hal tersebut, perusahaan perlu meningkatkan efisiensi pengelolaan keuangan dan akuntabilitas.

Kata Kunci: arus kas, akuntabilitas keuangan, pengelolaan keuangan, PT Wijaya Karya Beton

A. INTRODUCTION

PT Wijaya Karya Beton PPB Majalengka, as part of PT Wijaya Karya (Persero), has an important role in providing high-quality precast concrete for various infrastructure projects in Indonesia. Along with the increasing volume of projects that must be completed, the effectiveness of financial management and document administration is a major factor in supporting the smooth operation of the company. Although the company has competent human resources, there are still some challenges that can hinder efficiency in business processes, especially in finance and administration. However, based on observations during the internship, it was found that the recording of financial transactions was not fully synchronized with the reporting system, causing delays in the preparation of financial reports.

Based on observations during the internship at PT Wijaya Karya Beton PPB Majalengka, it was found that cash flow recording was not optimal due to the lack of synchronization between field data and financial systems. Employees still have a limited understanding of financial recording procedures, especially related to official travel orders (SPPD),

which often experience discrepancies in transaction evidence. As a result, the realization of company expenses does not always reflect actual conditions, which has the potential to cause inaccuracies in financial reports. In addition, document administration procedures that have not been well standardized cause delays and inaccuracies in recording transactions, which slows down the managerial decision-making process.

In this context, Rahman and Rahayu (2020 in Sania & Lola, 2024) emphasize that the implementation of a digital administration system allows companies to increase accuracy and speed in data processing. This is crucial in making quick and accurate financial decisions, which in turn will help companies overcome liquidity problems. Therefore, digitizing the administrative process is very relevant for PT Wijaya Karya Beton PPB Majalengka to overcome the challenges faced.

The use of the Enterprise Resource Planning (ERP) system is not yet optimal because there are still frequent errors in data entry and errors in the system. In addition, the lack of training for employees in the use of accounting technology exacerbates the situation. Data input errors in the



system cause delays in processing financial and administrative data. Finally, miscommunication between departments is a major obstacle in work coordination, caused by the lack of effective communication channels between work units. This often leads to disagreements in policy implementation and slows down the workflow between departments.

To overcome these problems, some solutions that can be applied include optimizing cash flow recording through better system integration between field data and financial systems. Standardization of document administration procedures also needs to be done by implementing a Document Management System (DMS) so that transaction recording is more structured and accurate. Improving the utilization of the ERP system can be done by providing training to employees to improve their understanding and skills in using the system. In addition, developing more effective communication channels, such as the use of internal communication platforms or organizing regular coordination meetings, can improve coordination between sections and speed up the decision-making process.

The types of outcomes resulting from the financial and administrative management optimization program at PT Wijaya Karya Beton PPB Majalengka include several main aspects, namely production, management, and service improvement. In the production aspect, the improvement of the administration and financial management system contributes to the efficiency of the supply chain and raw material procurement. With the integration of real-time field data and financial

systems, the recording of expenditures for the purchase of materials such as cement, sand, and other materials becomes more accurate. This ensures the timely availability of raw materials, thus supporting the smooth production of precast concrete according to the project schedule. In terms of management, the implementation of the Document Management System (DMS) resulted in a more structured and efficient document administration system. By digitizing documents, the company can reduce the use of paper, speed up the process of searching for information, and improve accuracy in recording transactions. In addition, the optimization of the Enterprise Resource Planning (ERP) system will improve the efficiency of financial records and facilitate the analysis of the company's cash flow and expenses. In terms of internal services, employee training in the use of accounting technology and ERP systems increases employee competence in managing financial records. With increased employee skills, the risk of errors in recording transactions can be minimized, so that financial reports become more accurate and reliable. In addition, the development of more effective internal communication channels, such as the use of digital communication platforms or the organization of regular coordination meetings, improves coordination between departments and accelerates the decision-making process.

B. IMPLEMENTATION AND METHODS

The internship was carried out at PT Wijaya Karya Beton Tbk PPB Majalengka from August 5 to November 25, 2024. This internship aims to improve understanding of cash

flow management and the effectiveness of financial document procedures. The methods used include work practices, direct observation, analysis of company documents, and interviews with finance department employees.

Tabel 1. Internship Operating Hours

Working Days	Working Hours	Break Time
Monday - Friday	08.00 – 17.00 WIB	12.00 – 13.00 WIB

Activities during the MBKM internship at PT Wijaya Karya Beton Tbk PPB Majalengka with a duration of 4 months, as follows:

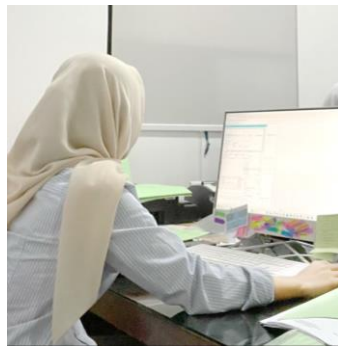
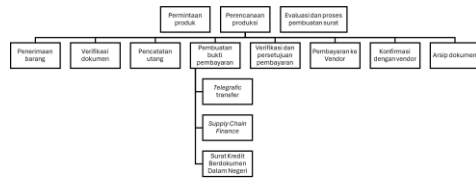


Figure 1. Inputting and Recapitulating Financial Data

1. Inputting tax data into the verification and payment authorization sheet with WIKA Beton's work partner credit. This process includes calculating VAT according to applicable regulations, as well as calculating the total payment after taking into account VAT and income tax. VAT is calculated by multiplying the VAT rate by the tax imposition base stated on the tax invoice, after classifying the type of goods and services transaction. Furthermore, Income Tax Articles 22 and 23 are calculated by multiplying the income tax rate by the tax base. The total payment is obtained by adding the transaction value with VAT, then deducting income tax.
2. Make a report on hazardous and toxic waste (B3). This report must be made periodically and in accordance with applicable regulations. The type of B3 solid waste generated, namely paint and fabric waste with a total weight of 84 kg. B3 waste management is carried out through storage integration that meets safety and environmental standards. Storage of B3 waste is carried out in a place that is watertight, has good ventilation, and is equipped with a clear symbol or label.
3. Recap factory cash data (including employee meal costs and operational costs) using the accounting information system. This data is then inputted into a spreadsheet that will be uploaded to the company's SAP system for the factory cash expenditure report. This report is used for performance analysis and decision-making.
4. Recap the purchase of auxiliary materials such as split, sand, and spare parts to control project costs. This process includes details of quantity, price, total cost, as well as financial information such as debit-credit, vendor data, VAT, and invoice reconciliation. With complete and accurate data, companies can manage budgets effectively and avoid potential losses.
5. Recap vendor data into proof of memorial periodically to ensure accuracy of financial records. Memorial evidence is used to record transactions by including

the vendor's full information (name, address) and transaction details.



C. RESULTS AND DISCUSSION

Based on the analysis of problems at PT Wijaya Karya Beton PPB Majalengka, several key solutions need to be implemented. First, optimizing cash flow recording can be done by integrating field data and financial systems in real-time. This integration allows for more accurate and up-to-date recording of transactions, reducing potential discrepancies between field data and financial reports. For example, any transactions that occur in the field, such as material purchases or wage payments, will be recorded directly in the financial system.

Second, document digitization is an important step. By converting physical documents into digital formats, companies can reduce paper usage, save storage space, and speed up information access. Standardizing document administration procedures will ensure that all transactions are recorded in a structured and accurate manner. Companies need to create a Document Management System (DMS) for documents, thus reducing the risk of errors and inefficiencies.

In production planning, finance and HR play an important role at every stage. The following are the document procedures applied at PT Wijaya Karya Beton Tbk PPB Majalengka:

Figure 2. Production Planning Flowchart

1. Product requisition
The Sales Department submits a Concrete Product Request Letter (SPPrB) to fulfill production needs.
2. Production planning
The Production Planning & Evaluation (PEP) section makes a production plan based on the SPPrB and makes a Procurement Request Letter (SPPdN) for raw materials, such as split and other materials.
3. Evaluation and letter-making process
Procurement Section evaluates several vendors based on price, quality, and delivery time, and creates a Goods Order Letter (SPB).
4. Receipt of goods
Vendors deliver goods in accordance with the SPB. The Warehouse Department receives the goods and makes a Goods Receipt Report (Berita Acara Penerimaan Barang/BAPB) as proof of receipt.
5. Document verification
Procurement Section verifies all related documents, including SPB, BAPB, and other documents.
6. Debt recording
The Accounting Department records the goods receipt

transaction as the company's debt to the vendor.

7. Preparation of proof of payment
The Accounting Department creates proof of payment according to the agreed method, be it through bank transfer, Supply Chain Finance (SCF) facility, or recording as debt to the bank. WIKA Beton's payment system includes:
 - a. Telegraphic transfer is a payment method through direct bank transfer between the company and the vendor.
 - b. Supply Chain Finance (SCF) is a financing facility provided by banks to facilitate cash flow in the supply chain.
 - c. Surat Kredit Berdok Negeri (SKBDN) is a payment instrument issued by a bank at the request of the buyer. The bank will make payment to the vendor upon receipt of the appropriate documents. The company then records the payment as a debt to the bank.
8. Payment verification and approval
The relevant section head and finance manager verify all transaction data before payment is made.
9. Payment to vendor
The Finance Department makes payments to vendors in accordance with the approved proof of payment.
10. Confirmation with vendor
The Finance Department confirms to the vendor that the payment has been made.
11. Document archive

All transaction documents are archived for audit and reporting purposes.

Third, accounting technology training for employees will improve their understanding and skills in using the Enterprise Resource Planning (ERP) system. This training can be in the form of basic training or advanced training, tailored to the needs and level of understanding of employees. Employee training related to the use of accounting technology will increase employees' understanding and skills in recording correctly and according to procedures. This training can be in the form of workshops, seminars, or on-the-job training.

Lastly, developing effective communication channels will improve miscommunication between departments. Companies can utilize internal communication platforms, such as chat apps or online forums, to facilitate communication and coordination between employees. In addition, organizing regular coordination meetings can also serve as a platform to discuss work-related issues and find solutions together.

The implementation of these solutions is expected to produce several outcomes that serve as indicators of the program's success. In terms of products or goods, the implementation of the Digital Administration System (Document Management System - DMS) produces digital archives that are systematically organized, replacing manual recording methods that are vulnerable to loss or damage to physical documents. In addition, optimizing the use of the Enterprise Resource Planning (ERP) system



allows companies to produce more accurate and integrated financial reports in real-time, thus facilitating financial analysis and evaluation of company performance. Standardization of administrative documents, such as standard formats for official travel orders (SPPD), proof of transactions, and other financial documents, is also an important output that helps ensure more uniform recording and minimize input errors.

In terms of services, the program resulted in human resource capacity building through training in the use of accounting technology and ERP systems, which aimed to improve employees' understanding and skills in managing finances and administration digitally. The optimization of the ERP system also contributed to more transparent financial records that are easily accessible to relevant parties, thus supporting more accurate data-based decision-making. In addition, the development of an internal digital communication platform and the organization of regular coordination meetings improve the effectiveness of communication between sections, accelerate the flow of information, and reduce the risk of miscommunication in the implementation of company policies.

The success of this program can be measured through several key indicators. First, a decrease in errors in financial recording can be identified through a comparison of financial reports before and after the implementation of the digital system. Second, increased administrative efficiency is shown by faster document processing time and reduced document loss. Third,

increased employee competence in the use of ERP systems and digital administration can be measured through post-training evaluations. Finally, the company's financial transparency and accountability has increased, which is reflected in more accurate and accountable internal audit reports.

The implementation of this program was driven by several factors. First, the support and commitment of the company's management is an important foundation. Second, the availability of adequate resources, both human resources and budget, ensures the program can run well. Third, the urgent need to improve company performance is a strong driver for change. Fourth, the opportunity to improve the company's competitiveness is also an important motivation in implementing this program. However, the implementation of this program also faced several obstacles. Employee resistance to change is one of the main challenges. Lack of employee understanding of the importance of change can also hinder the implementation process. In addition, limited time and resources can be an obstacle in running this program. Finally, technical obstacles related to system implementation also need to be overcome so that the program can run smoothly.

D. CONCLUSION

Based on the results of the internship and discussion of digital transformation in cash flow management and document procedures at PT Wijaya Karya Beton Tbk PPB Majalengka, it can

be concluded that the company has made progress in managing cash flow and financial administration that is more structured. Problems previously encountered, such as cash flow recording mismatches, non-standard document administration procedures, and lack of employee skills in the use of accounting technology, began to be resolved through the implementation of a digitization system and increased work efficiency. In addition, efforts to improve coordination between sections have helped speed up the process of verifying and authorizing financial documents.

The successful implementation of this digital transformation is supported by several factors, including the commitment of the company's management in encouraging innovation, the availability of sufficient resources, and the urgent need to improve the transparency and efficiency of financial management. In addition, this transformation also opens up opportunities for the company to increase competitiveness in the precast concrete industry. However, there are several obstacles that pose challenges in this process, such as employee resistance to change, lack of understanding of the urgency of digitization, limited time and resources for training, and technical constraints in implementing the new system. However, these obstacles can be overcome through the right strategies, such as continuous training, improved communication between departments, and strengthening digitalization policies throughout the company.

Based on the results and

evaluation described by the author at PT Wijaya Karya Beton Tbk, there are several things that the author recommends, namely:

1. Optimization of cash flow recording through real-time integration of field data and financial systems. This integration can reduce data discrepancies. The company needs to continue to develop and improve the system to make it more reliable and efficient.
2. Document digitization and standardization of administrative procedures. The company should accelerate digitization by implementing a Document Management System (DMS) and ensuring that all important documents, especially official travel orders (SPPD), are available in digital format. Standardization of administrative procedures also needs to be implemented and evaluated to suit the company's needs.
3. Enterprise Resource Planning (ERP) system reliability improvement and accounting technology training. The company needs to improve the Enterprise Resource Planning (ERP) system and provide training to employees to better understand and be skilled in its use. Periodic evaluation of Enterprise Resource Planning (ERP) performance must be carried out, and training is provided regularly so that employees are always up to date with the latest technology and procedures.
4. Development of effective communication channels between departments. The company should implement



various internal communication platforms and hold regular coordination meetings to improve communication between employees. Evaluation of the effectiveness of communication channels should be conducted regularly, and an open and transparent communication culture should be encouraged.

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