

# LITERATURE REVIEW : DECENTRALIZATION ANALYSIS IN IMPROVING MANAGERIAL PERFORMANCE

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**Abstract:** In the era of the digital economy 4.0 competition in the world of technology and information is increasing, today companies are required to maintain human resources in order to decentralize and evaluate performance in a continuity manner in order to make the right decisions. In the study, the goal is to analyze more deeply about decentralization in improving managerial performance. Researchers use the literature review approach, which is a systematic, explicit and reproducible method to identify, evaluate and synthesize the work of research results and the results of thoughts that have been produced by researchers and practitioners. The review literature aims to make an analysis and synthesis of existing knowledge related to the topic to be studied in order to find a blank space for the research to be carried out. The data source used by the author is in the form of secondary data, where the researcher uses 4 articles obtained from the google scholar database. The results of this study suggest that decentralization is useful for making a positive contribution to management performance, this is because decentralization is a process of delegation of responsibilities and authorities starting from upper level management to lower level management. Decentralization has a very important role for management because it is able to be considered to be able to help management in the right and efficient decision-making process, so that managers have the initiative to take action to solve problems that arise so that the decision making can be done quickly and precisely.

**Keywords:** Decentralization; Improving Managerial Performance.

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## INTRODUCTION

Economic growth in the current era tends to be very dynamic, this is also offset by competition in a very complex world of work. Decentralization is a company's effort in increasing human resources in making the right decisions, decentralization according to experts Hendry Maddick (1963) also revealed that his views on the meaning of decentralization which is a legal handover of power to be able to handle certain areas or functions to autonomous regions. Meanwhile, according to Dwinarian, asnawi and sanggenafa Decentralization is a delegation of responsibilities and authorities from upper level management to lower management so that the workload of upper level management is reduced and will focus more on their work.

PT. Financial Statement Manipulation Scandal. Kimia Farma Tbk. PT Kimia Farma is one of the government-owned drug manufacturers in Indonesia. In the audit dated December 31, 2001, the management of Kimia Farma reported a net profit of Rp 132 billion, and the report was audited by Hans Tuanakotta & Mustofa (HTM). However, the Ministry of SOEs and Bapepam considered that the net profit was too large and contained elements of engineering. After a re-audit, on October 3, 2002 the financial statements of Kimia Farma 2001 were re-presented (restated), because a fairly basic error was found. In the new financial statements, the profit presented was only Rp 99.56 billion, or lower at Rp 32.6 billion, or 24.7% of the initial reported profit. The error arose in the Raw Material Industry unit, namely errors in

the form of overstated sales of IDR 2.7 billion, in the Central Logistics unit in the form of overstated inventory of IDR 23.9 billion, in the Pharmaceutical Wholesaler unit in the form of overstated inventory of IDR 8.1 billion and overstated sales of IDR 10.7 billion.

Misrepresentations relating to inventory arise because the value that is in the inventory price list is inflated. PT Kimia Farma, through its production director, published two master prices on February 1 and 3, 2002. The list price as of February 3 has been inflated in value and used as the basis for inventory valuation in the distribution unit of Kimia Farma as of December 31, 2001. Meanwhile, the misrepresentation related to sales is to do double recording of sales. The double recording was carried out on units that were not sampled by the accountant, so they were not successfully detected. Based on Bapepam's investigation, it was stated that the KAP that audited PT Kimia Farma's financial statements had followed the applicable audit standards, but failed to detect the fraud. In addition, the KAP was also not proven to help management commit the fraud.

In the world of work, problems will always arise, of course, due to changes in the work environment that are very dynamic, this change is of course also followed by increased competition, of course, the management is required to innovate to stricter management controls, this requires decentralization and work evaluation in order to demystify and prevent abuse of authority from each part of a company.

Based on the explanation above,

researchers are interested in studying and researching using literary studies with the title of decentralized analysis research in improving managerial performance, using the formulation of the problem, namely how decentralization analysis in improving managerial performance.

## **MATERIALS AND METHODS**

This type of research is a review literature according to Yuhertiana (2015) research with a literature review approach in it contains summaries, reviews, and thoughts of the author by reviewing various documents, such as government publications, academic publications, laws and regulations, journals, books, news, and other records that have relevance to a topic discussed. The first step that needs to be done is planning or planning, where researchers survey several scientific articles, journals or proceedings, and other literature that is in accordance with the purpose of writing this article. In this first step, researchers conducted a survey to understand decentralization analysis in improving managerial performance through the results of previous studies that mentioned the relationship between decentralization and managerial performance.

The second step is to conduct a review, where the researcher observes the presence or absence of relevance of each literature used in order to obtain satisfactory review results and in accordance with the title taken. In this study using secondary data, this is because the data was obtained by researchers from journals and internet sites so that data

collection was not carried out directly. The literature in this study uses Google Scholar and Google search to obtain data using the keywords "Decentralization", and "Managerial Performance". Based on searches on google scholar and google search researchers found 4 articles selected based on 2017-2022, as for the 4 articles used by researchers as a source of literature spread over the background and discussion of research results. The third step is reporting, where researchers pour out the results of literature studies that have been analyzed using the systematics of writing scientific articles.

## **RESULTS AND DISCUSSION**

1. Research from Dessy Gheofani with the title The influence of decentralization and management accounting systems on managerial performance Concluded that partial decentralization has a significant effect on managerial performance in PT. Auxano Pekanbaru is because decentralization is a broader concept and relates to how far top management delegates authority. The results of the study partially show that decentralization affects managerial performance in universities. Auxano Pekanbaru.
  2. Research from Willy Nurhayadi with the title The influence of decentralization, Perception of environmental uncertainty, public accountability, organizational culture on managerial performance through a management accounting
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system which concluded that the results of the study partially showed that decentralization affects managerial performance through a management accounting system in hospitals in Banten province.

3. Research from Asriani Hasan with Analysis of the Influence of decentralization and management accounting systems on Managerial performance which concludes that the results of the study partially show that decentralization affects managerial performance so that it can be used by management for decision making.

Research from Alifiah Wulansari Mustofa and Sri Trisnangsih entitled Literature Study: The role of decentralization in improving management performance which concludes that decentralization is able to have a positive influence on managerial performance. Decentralization is defined as the delegation of responsibility and authority from upper management to lower level management. Decentralization has an important role in the company, where decentralization can speed up the decision-making process and provide motivation to managers at various levels to improve their performance which will have an impact on improving company performance. In addition, decentralization can provide convenience in the process of collecting and utilizing information, so that upper management has no obstacles in the process of formulating strategic planning and decision making. From the description above, the researcher explained that in increasing competition in the business world and to overcome its problems, the

management needs to take decentralization steps to detect problems that arise so that the management is able or able to make the right and efficient decisions

## CONCLUSIONS

Based on what has been explained above from the results of the study, the author implies that decentralization is useful for making a positive contribution to management performance, this is because decentralization is a process of delegation of responsibilities and authorities starting from upper level management to lower level management. Decentralization has a very important role for management because it is able to be considered to be able to help management in the right and efficient decision-making process, so that managers have the initiative to take action to solve problems that arise so that the decision making can be done quickly and precisely.

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