

from: **Society of Interdisciplinary Business Research**
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to: inawangwulan@gmail.com
date: Sun, Oct 6, 2013 at 2:48 PM
subject: k14-050 Notification of Acceptance (SIBR Kuala Lumpur Conference)
mailed-by: sibresearch.org

Dear Dr. Irma M. Nawangwulan,

(Please forward this acceptance letter to your co-authors)

****Your Paper I.D.: k14-050** (quote this ID in future correspondence)

****Your Paper Title: Does BSC Represent Organizational Development? Evidence from Indonesian Manufacturing Firms**

Thank you for submitting your paper to the SIBR 2014 Kuala Lumpur Conference on Interdisciplinary Business & Economics Research. The double-blind peer review of your paper has been completed. The anonymous reviewer commented that your paper is relevant to the SIBR Conference and will make a unique contribution to the literature. The Organizing Committee is therefore pleased to **accept your paper for oral presentation** at the SIBR 2014 Kuala Lumpur Conference as well as for publication at the SIBR Conference Proceedings (ISSN: 2223-5078).

The SIBR 2014 Kuala Lumpur Conference will be held on February 7-8, 2014, in Kuala Lumpur, Malaysia. You are cordially invited to share and discuss your research findings with other participants at the Conference. Please visit www.sibresearch.org for more information.

The deadline for early-bird registration is December 27, 2013. In case your paper is multi-authored and more than one author will attend the conference, each attending author needs to register and pay the registration fee for the conference separately. Please register for the conference at: <http://sibresearch.org/register-2014-kuala-lumpur-conference.html>.

Registration for the SIBR 2014 Kuala Lumpur Conference

- Early-bird Registration Fee (on or before December 27th, 2013): USD 320
- Regular Registration Fee (after December 27th, 2013) : USD 400

We congratulate you on your efforts and look forward to seeing you in Kuala Lumpur, February 2014. Should you require any further assistance, please contact the conference secretariat at secretary@sibresearch.org.

Kind Regards,

Conference Secretariat

Does BSC Represent an Organizational Development? Evidence from Indonesian Manufacturing Firms

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ABSTRACT

The competition and dynamics of the macro-economy have certainly pushed companies to pay attention into their survival rates. Businesses have to maintain focus on multiple issues instantaneously, from shaping visionary management, skills improvement, quality excellence, and better efficiency rate, for instance, to externalities beyond firms' control (Indra & Anantadjaya, 2011). It is, undoubtedly, aside from the sign toward better governance (Bank Negara Malaysia, 2013), a major task to simultaneously maintain and balance these requirements.

Historically, focusing only on financial performance was considered sufficient. At that time, it was understood that superb financial performance was the key success factor toward survivability. As time passes, combinations of measurements may have to be incorporated to provide a much clearer picture of the firms' performance (Kaplan & Norton, 2008). Though financial performance may guarantee some level of viability, however, those measurements may actually ignore the longer-term implications on the movement toward intangible assets (Anantadjaya, Nawangwulan, Sibarani, & Riwoe, 2011) as the new drivers in cash flow generation (Indra & Anantadjaya, 2011). The new "guidelines" on intangible assets and the intellectual assets of companies (Capasso, 2004), which may include high quality of services, effective internal business processes (Anantadjaya S. P., 2007), customer satisfaction, customer loyalty, employees' skills (Anantadjaya S. P., 2009), employees' motivational level and employees' talents and experiences (Council Positive People Kerala, 2010), may have to be included in the firms' performance indicators (Kaplan & Norton, 2005).

Using the perspective of Balanced Scorecards ("BSC"), with a consideration also on the "extended" version of BSC, which includes the environmental issues toward sustainability, and focusing on publicly-listed manufacturing firms in Bursa Efek Indonesia ("BEI"), this study attempts to note the performance of firms in such an industry sector. It is expected that the BSC (Kaplan, 2010) is able to provide an overview on firms' performance, not only from the financial perspective, but also from other relatively intangible perspectives. Also, it is expected that such combinations represent better governance, which depends on proper corporate culture (Nooteboom, 2002), and eventually becomes the evidence on organizational development.

Keywords: Balanced Scorecard, performance, intangible assets, financial indicators, non-financial indicators, organizational development, manufacturing firms, governance.