

**PENGARUH IMPLEMENTASI SHARED SERVICE CENTER TERHADAP
EFISIENSI PIUTANG USAHA DAN PROFITABILITAS PADA UNIT OPERASI
PERUSAHAAN MULTINASIONAL FMCG**

Dwi Yusti Kamila

23/529900/PEK/29968

Perusahaan multinasional sektor *Fast-Moving Consumer Goods* (FMCG) menghadapi tantangan kompleks dalam pengelolaan piutang lintas negara, sehingga banyak yang mengadopsi *Shared Service Center* (SSC) untuk menyeragamkan proses keuangan dan meningkatkan efisiensi. Penelitian ini bertujuan menganalisis pengaruh implementasi SSC terhadap efisiensi piutang usaha yang diukur dengan *Overdue Rate* (>30 hari) serta profitabilitas yang diukur dengan *Operating Margin* dan *Return on Assets* (ROA). Dengan pendekatan kuantitatif eksplanatori, digunakan data panel bulanan 12 Operating Unit selama 48 periode (FY2022–FY2025); SSC diproksi sebagai *Dummy* implementasi dan log aset sebagai variabel kontrol, sementara model utama diestimasi menggunakan *Random Effects* dengan efek waktu dan standard error terkluster pada OU berdasarkan rangkaian uji panel. Hasil menunjukkan bahwa SSC berpengaruh negatif dan signifikan terhadap *Overdue Rate*, serta berpengaruh positif dan signifikan terhadap *Operating Margin* dan ROA, sedangkan log aset tidak berpengaruh signifikan pada ketiga model. Temuan ini menegaskan bahwa SSC bukan sekadar inisiatif penghematan administratif, tetapi merupakan kapabilitas organisasi yang mampu meningkatkan efisiensi pengelolaan piutang dan kinerja keuangan, serta memberi implikasi strategis bagi perusahaan multinasional untuk memperkuat tata kelola, digitalisasi proses, dan integrasi SSC dalam mendukung profitabilitas.

Kata kunci: *Shared Service Center, Overdue Rate, Operating Margin, ROA, data panel, FMCG.*

**THE EFFECT OF SHARED SERVICE CENTER IMPLEMENTATION ON
ACCOUNTS RECEIVABLE EFFICIENCY AND PROFITABILITY IN OPERATING
UNITS OF A MULTINATIONAL FMCG COMPANY**

Dwi Yusti Kamila

23/529900/PEK/29968

Multinational companies in the Fast-Moving Consumer Goods (FMCG) sector face complex challenges in managing cross-country receivables, leading many to adopt Shared Service Centers (SSC) to standardize financial processes and enhance efficiency. This study aims to analyze the effect of SSC implementation on accounts receivable efficiency—measured using the Overdue Rate (>30 days)—and on profitability, measured by Operating Margin and Return on Assets (ROA). Using a quantitative explanatory approach, this research employs monthly panel data from 12 Operating Units over 48 periods (FY2022–FY2025). SSC is proxied as an implementation dummy, while log assets serve as a control variable. The main model is estimated using Random Effects with time effects and Operating Unit–clustered standard errors, based on a sequence of panel-data diagnostic tests. The results show that SSC has a negative and significant effect on the Overdue Rate, as well as a positive and significant effect on both Operating Margin and ROA, while log assets do not exhibit significant effects in any of the models. These findings indicate that SSC is not merely an administrative cost-saving initiative but a strategic organizational capability that enhances receivables management efficiency and financial performance. The study provides strategic implications for multinational companies to strengthen governance, digitalize processes, and integrate SSC to support profitability..

Keywords: Shared Service Center, Overdue Rate, Operating Margin, ROA, FMCG.