THE INFLUENCE OF FINANCIAL PERFORMANCE IN THE PREVIOUS PERIOD ON THE BUDGET PLANNING AND BUDGET CONTROL PROCESS

Joshua Erwin Simanjuntak[1], Hisar Pangaribuan[2], Harlyn Siagian[3]

[1,2,3]Adventist Indonesian University

[1] simanjuntakerwin@gmail.com

[2]hisarwinson@gmail.com

[3]siagian_unai@yahoo.co.id

Abstract

Without budgets for financial planning and control, non-profits may perform poorly. This research analyzes how financial performance affects budget planning and control in non-profit organizations to improve organizational financial management. This quantitative study surveys 16 Indonesian non-profits using purposive sampling. Simple regression was used to assess how financial performance affects budget planning and control. This study analyzes data with SPSS 22. The research shows that non-profit organizations' financial performance positively affects budget planning and control. This advances non-profit budget management knowledge.

INTRODUCTION

Non-profit organizations play an important role in various aspects of society, such as the environment, education, health and social issues. The success of non-profit organizations in achieving their goals is highly dependent on effective and efficient financial management (Ilyas et al., 2020). One important aspect of financial management is the budget planning and control process (Finkler et al., 2022). Budgets are a versatile

and versatile management tool that leaders can use to help their businesses succeed. Budgets are an integral part of most organizations and have various management functions (Sponem & Lambert, 2016). Some describe a budget as a quantitative form of a business plan designed to implement objectives (Samuelsson et al., 2016), while others define a budget as a quantitative manifestation of a proposed plan to facilitate coordination and achievement of the plan (Réka et al., 2014) . Réka et al. (2014) explain budgets as a way for managers to monetize plans and targets, track progress, and support strategy implementation, planning, and control. Samuelsson et al. (2016) indicated that leaders use budgets for planning, controlling costs, allocating resources, assigning responsibilities, and determining compensation. Budget is an important element in organizational management and has various purposes. What is clear from the authors mentioned and others is that budgets are an inherent part of most organizations and support key management functions namely planning, directing, controlling and decision making (Sponem & Lambert, 2016).

Poor financial management, including the lack of use of budgets for planning and control, often leads to poor financial performance and eventual business failure (Karadag, 2015). More than 390,000 businesses failed in the United States in 2014 (US Census Bureau, 2017), and the main cause of business failure is mostly poor planning (US Small Business Administration, 2015). A common problem in business is that poor financial management, including the lack of use of budgets for planning and control, is the main cause of failure in small businesses (Karadag, 2015). This also has the potential to happen not only in small businesses but also in non-profit organizations. Riswanda et al. (2023) revealed that non-profit organizations have the main goal of achieving their social mission, not seeking profit. This causes several problems in their financial performance, which ultimately impacts the budget planning and control process. Nonprofit organizations generally rely on donations, grants, and other funding sources that are not always stable. This makes it difficult for them to predict income and plan budgets accurately.

Budget planning and control is the process of setting financial goals and strategies to achieve them while ensuring that financial resources are used effectively and efficiently to achieve the set goals (Kabeyi, 2019). In addition, financial performance is considered an important indicator for assessing the effectiveness and efficiency of financial management of non-profit organizations. Good financial performance can provide useful information for non-profit organizations in making the right financial decisions (Pasalbessy et al., 2023). By overcoming financial performance problems and improving budget planning and control processes, non-profit organizations can achieve their organizational goals more effectively and efficiently. Thus, this research aims to analyze the influence of financial performance on the budget planning and control process in non-profit organizations. This research will use an empirical approach by conducting a survey of non-profit organizations in Indonesia. It is hoped that the results of this research can provide theoretical and practical contributions to non-profit organizations. Theoretically,

this research is expected to enrich knowledge about the relationship between financial performance and the budget planning and control process. Practically, it is hoped that this research can help non-profit organizations increase the effectiveness and efficiency of financial management.

THEORITICAL REVIEW
Financaial Performance

The concept of financial performance refers to an assessment tool that makes maximum use of the financial budget to increase its usefulness and efficiency. The financial performance of a company provides insight into how well its operations performed over a particular period. Investors and other outside parties assess financial performance as an important factor when allocating funds to a company. A company's financial performance can be defined as the results seen in its financial statements(Gartenberg et al., 2019). Analytical tools allow us to evaluate the financial performance of a company.(Ass, 2020)argue that a company's financial performance is a measure of its management capabilities and resource control.

Budget Planning and Budget Control Process

If an organization wants to achieve its goals in an efficient and effective manner, planning, as a management function, must be integrated into its operations. According toHutagalung (2022), planning is an effort to anticipate before doing something to ensure effective results. This determines in advance what actions can be taken and how to do them. Planning involves looking at opportunities and risks from the outside, determining what you want to achieve, and then finding ways to achieve it(Steiss, 2019). Company characteristics, important policies, and major action sequences are the areas where planning allocates its resources.

To keep expenses under control and let your boss know how money is being spent, a budget is a useful tool(Suroso et al., 2020). Eliminating unnecessary expenses is almost impossible without a budget. According to Kharismadani & Hendarti (2020), the budget functions as a control tool by preventing waste, spending less than it should, and misuse of fund allocation. The organization details a series of steps that management must follow to plan and execute this budget, starting with the formulation of corporate objectives and continuing through control, corrective action, and replanning. According to Hendrawan et al. (2019) and Van der Stede in Astuti (2017), Budget Planning and Control with the following indicators:

Budget Planning Indicators(Hendrawan, 2019):
1. Coordination Meeting: Ensure alignment and synchronization between units/work units in budget preparation.
2. Preparation of budget activity plans: Prepare measurable and realistic activity plans with the available budget.
3. Financial Planning: Ensuring the availability of funds and their efficient and effective use.

Budget Control Indicators(Van der Stede in Astuti et al., 2017):
1. Emphasizing Budget Targets: Ensuring Budget Targets are in line with targets
2. Difficulty in revising the budget: The competent authority must approve the revised budget.
3. Focus on budget details: The budget is prepared in detail and in detail.
4. Intensive communication: Open and transparent communication is established between leadership and staff.
   Response to deviations from budget targets: Corrective action is taken to prevent budget deviations from recurring.

Financial Performance Against the Budget Planning and Control Process

The financial performance of an organization is closely related to the budget planning and control process. A good budget planning process will provide a strong foundation for achieving the organization's financial goals(Kabeyi, 2019). By carefully detailing the budget, organizations can set priorities, identify required resources, and measure expected financial performance. Besides that,Mathenge et al. (2018)revealed that the budget control process plays a key role in ensuring that the established budget is executed efficiently by monitoring total profits and assets. In other words, the relationship between financial performance and the budgetary planning and control process can be thought of as a mutually supportive entity, where good planning creates the basis for solid financial performance, while budgetary control ensures that the plan is implemented successfully.Dien et al. (2015); Akbar (2018); and Anwar et al. (2022)revealed that the financial performance of a company can improve the company's budget planning and control. Thus, the hypothesis in this research is as follows.

H1: Financial Performance has a positive effect on the Budget Planning Process
H2: Financial Performance has a positive effect on Budget Control

The research framework based on hypotheses can be described as follows.

Figure 1. Research Framework

Figure 1. Shows the relationship between Financial Performance as an Independent variable and the Planning and Control Process as a dependent variable. Budget planning indicators adopted from Hendrawan (2019) include coordination meetings, preparation of budget activity plans, and financial planning. Next, the budget control aspect is obtained from the Van der Stede framework in Astuti et al. (2017), involves emphasizing budget targets, difficulty in revising the budget, focus on budget details, intensive communication, and the consequences of deviation from budget targets. Meanwhile, the financial performance indicators used in this research refer to the modelPangalila et al. (2017), which emphasizes efficiency, effectiveness, and measurability as the main elements for evaluating an organization's financial performance.

RESEARCH METHODS

The research method used in this research to solve the problem includes analytical methods. The methods used in the research are written in this section.

Types of research

This research uses a quantitative approach, a research method that prioritizes collecting data in the form of numbers and statistics to analyze the relationship between certain variables. The main focus of this research is to identify the influence of financial performance on the budget planning and control process.

Population and Sample

This research population refers to the total collection of 16 non-profit organizations located in Indonesia. At the data collection stage, researchThis uses primary data data sources. Primary data was collected through a survey method, where questionnaires were distributed to managers or supervisors who had in-depth knowledge of the budget planning and control process as well as financial performance in each non-profit organization that was the subject of the research. Thus, this research uses a sample collection technique with purposive sampling. This purposive sampling method allows researchers to select samples that are considered most relevant and representative in accordance with the research objectives which have been categorized as follows.

Table 1. Sampling Category

CRITERIA	AMOUNT
Non-Profit Organizations Active in Indonesia	60
Non-Profit Organizations that have complete financial reports in 2023	37
Non-Profit Organization that implements annual budget planning for 2023	20
Organizations implementing budget controls for 2023	16
Total Sample	**16**

Source: Processed data (2024)

The total sample used in this research was 16 non-profit organizations active in Indonesia. In selecting the sample, it was carried out using a purposive sampling method based on certain criteria. From table 1 presented, it can be seen that of the 60 active non-profit organizations, 37 organizations were selected that had complete financial reports in 2023. Furthermore, of these 37 organizations, 20 organizations were selected that had annual budget plans for 2023. Of these 20 organizations, 16 organizations were selected again to implement budget control for 2023. Therefore, the total sample used in this research was 16 organizations that met all the specified criteria. The process of collecting data through questionnaires involves managers or financial staff who are responsible for

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preparing or managing the finances of each non-profit organization in the research population.

The questionnaire was designed in such a way as to explore and document information related to the budget planning and control processes carried out by each organization. The use of samples in this research refers to managers or financial staff who are taken as sources from each non-profit organization, not the entire organization itself. By selecting this sample, research can focus on the diverse views and practices that may exist within this population, without having to include all members of the nonprofit organization.

Data collection

Data was collected through observation of sources using a Likert scale as a response measuring tool. This scale has a rating range from 1 to 5, where a value of 1 indicates a high level of disagreement and 5 indicates a high level of agreement. The questions asked to respondents were designed to explore the situation of the budget planning and control process as well as the financial performance of the non-profit organization.

Table 2. Research Operational Definition Variables

Variable	Definition	Indicator	Scale
Financial Performance (X)	Conditions for effective and efficient organizational financial management (Pangalila et al., 2017)	1. Coordination meetings 2. Preparation of budget activity plans 3. Financial planning	Likert
Budget Planning (Y1)	Involvement of all related parties, preparing activity plans based on priorities, and planning monthly financial needs well (Hendrawan, 2019)	1. Emphasis on Budget Targets 2. Difficulty in revising the budget 3. Focus on budget details 4. Intensive communication 5. Response to deviations from budget targets	Likert
Budget Control (Y2)	Organizational commitment to ensuring that the budget is not misused and is right on target	1. Efficiency 2. Effectiveness 3. Measurability	Likert

	(Van der Stede in Astuti, 2017)		

Source: Pangalila et al. (2017); Hendrawan (2019); Van der Stede in Astuti (2017)

Data analysis

Apart from that, the data analysis process was carried out using simple regression techniques and simple equations. The simple regression equation used in this research is as follows:

$$Y_{1,2} = \beta_0 + \beta_1 X + \varepsilon$$

In this equation, Y_1 is a budget planning variable and Y_2 is a budget control variable, β_0 is a constant, β_1 is the coefficient of the independent variable (financial performance), X independent variable (financial performance), and ε is error. This research uses SPSS 22 software to conduct data analysis.

RESULTS AND DISCUSSION

Results

Before analyzing using simple regression, the results of the descriptive analysis are presented in table 3 as follows.

Table 3. FrequencyNon Profit Organizations by Field

Non Profit Organization Field	Frequency	Percentage
Environment	3	18.75%
Conservation	2	12.50%
Humanity	6	37.50%
Education	2	12.50%
Health	3	18.75%
Total	**16**	**100%**

Source: Processed data (2024)

In the field of non-profit organizations, it can be seen that the frequency allocation is divided into five main categories in table 3, namely environment, conservation, humanity, education and health. Quantitatively, 3 organizations (18.75%) focus on environmental protection and preservation efforts, while 2 organizations (12.50%) operate in the conservation sector. Most non-profit organizations, namely 6 organizations (37.50%), are committed to humanitarian activities, showing concern for social welfare and assistance to people in need. Meanwhile, education and health are each represented by 2 organizations (12.50%) with a focus on improving the quality of education and health services. Overall, this frequency distribution reflects the diversity of goals and focus of non-profit organizations in various sectors, with significant roles in supporting various

aspects of community life.

Table 4. Non-Profit Organizations based on Frequency of Implementing Budget Planning and Control

Non-Profit Organization that Implements Budget Planning and Control	Frequency	Percentage
1 time	4	25.00%
2 - 4 Times	6	37.50%
More than 5 Times	6	37.50%
Total	**16**	**100%**

Source: Processed data (2024)

In analyzing data related to non-profit organizations that implement budget planning and control, 16 respondents were observed. From these results, it can be concluded that as many as 25% of respondents have only implemented budget planning and control once. As many as 37.50% of respondents reported carrying out budget planning and control between 2 and 5 times. Meanwhile, the same number, namely 37.50% of respondents, also reported carrying out budget planning and control more than 5 times. From these data, it can be concluded that the majority of non-profit organizations surveyed implement budget planning and control regularly, with a significant number reporting doing so more than 5 times.

One of the crucial processes in creating or utilizing measuring instruments, such as tests or questionnaires, is validity testing(Artino Jr et al., 2014). The goal is to find out how effectively the instrument measures the target component. Pearson correlation is usually used by researchers as a validity test (Sürücü & Maslakci, 2020). Validity and reliability testing is implemented on budget planning and control process variables.

Table 5. Validity and Reliability Test

Question Items	r count	r table	Cronbach's Alpha
X.1	0.937		
X.2	0.874		0.76
X.3	0.624		
Y1.1	0.785	0.4973	
Y1.2	0.749		
Y1.3	0.54		0.746
Y1.4	0.674		
Y1.5	0.749		

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Y2.1	0.756		
Y2.2	0.901		0.814
Y2.3	0.903		

Source: Processed data (2024)

Table 5 presents the findings of Pearson correlation calculations (r-calculations), which are compared with the important threshold values contained in the r-table. Using degrees of freedom N-2 = 14 of 0.4973 to assess the significance of association findings. Because the r-count (Pearson correlation value) is greater than the r-table, all research questions are considered valid. After the validity test is completed, a reliability test is carried out. Before using tests and questionnaires for research and development, it is important to conduct reliability testing(Bolarinwa, 2015). Reliability is determined by whether repeated measurements of the same concept or variable produce consistent findings (Sürücü & Maslakci, 2020).

Cronbach's alpha value is usually understood to indicate that an instrument has strong dependence if the alpha value is greater than 0.70. Table 5 shows that the research financial performance variables are considered reliable. After the validity and reliability tests have been carried out, it is continued with simple regression testing which begins with the simultaneous test or F test. The simultaneous test (F test) is used in statistical analysis using SPSS to assess many independent variables against one dependent variable in the regression model(Alita et al., 2021).

Table 6. Linear Regression Results

Hypothesis	F Count	Sig	Coefficient	Coefficient of Determination (R Square)	Description
H1	16,102	0.01	1,058	0.535	Accepted
H2	48,827	0.00	0.974	0.781	Accepted

Source: Processed data (2024)

The research results in table 6 reveal that there is a significant positive influence between the financial performance of non-profit organizations and the Budget Planning Process (H1). With a calculated F of 16.102 and a p-value of 0.01 < significance level (0.05), it can be concluded that the financial performance variable has a significant influence on the budget planning process. The regression coefficient of 1,058 indicates that every one unit increase in financial performance will be followed by an increase of around 1,058 units in the budget planning process. In addition, the coefficient of determination (R Square) of 0.535 indicates that 53.5% of the variation in the budget planning process can be explained by variations in financial performance.

Furthermore, the research results also show that there is a very significant positive influence between the financial performance of non-profit organizations and Budget Control (H2). The high calculated F is 48,827 with and p-value 0.00 <Significance level

(0.05) which confirms that the financial performance variable has a very significant influence on budget control. A regression coefficient of 0.974 indicates that every one unit increase in financial performance will be followed by an increase of around 0.974 units in budget control. Furthermore, the high coefficient of determination (R Square) of 0.781 indicates that as much as 78.1% of the variation in budget control can be explained by variations in financial performance. Thus, it can be concluded that both hypotheses (H1 and H2) are accepted, confirming that the financial performance of non-profit organizations positively influences the Budget Planning and Budget Control Process. These results provide an important contribution to the understanding of the relationship between financial performance and budget management in non-profit organizations.

Discussion
The Influence of Financial Performance on Non-Profit Organization Budget Planning

The research results show that financial performance has a positive effect on planning in non-profit organizations. This research is in line with the results of research conducted by Dien et al. (2015); Akbar (2018); and Anwar et al. (2022). Financial performance greatly influences the budget planning process in non-profit organizations. Good financial performance enables non-profit organizations to identify available resources and allocate them efficiently(Kurniawan, 2023). By having accurate information about receipts and expenditures, organizations can plan budgets more precisely and avoid waste and lack of funds that can hinder the achievement of non-profit organizational goals. Financial performance reflects the organization's effectiveness and efficiency in the use of resources. When a non-profit organization achieves good financial performance, this shows that the non-profit organization is able to use the funds received effectively and efficiently to achieve the goals of the non-profit organization. This is important because non-profit organizations often have limited resources, so non-profit organizations must ensure that every dollar the non-profit organization uses has maximum impact. Financial performance is also the basis for preparing a realistic and accountable budget. When a non-profit organization has a clear understanding of its financial performance, the non-profit organization can prepare a more realistic and accountable budget.

The Influence of Financial Performance on Budget Control of Non-Profit Organizations

The research results show that financial performance has a positive effect on budget control in non-profit organizations. This research is in line with the results of research conducted by Dien et al. (2015); Akbar (2018); and Anwar et al. (2022). Budgetary control becomes more effective when financial performance is monitored regularly, as this allows the organization to identify changes that need to be made in the financial management of the non-profit organization. A realistic budget will help non-profit organizations allocate their resources optimally, while an accountable budget will ensure that non-profit organizations can account for the use of their funds to stakeholders

and donors.(Antunes, 2022).

CONCLUSIONS AND RECOMMENDATIONS

The research findings indicate a significant positive influence between the financial performance of non-profit organizations and the budget planning process. Specifically, the coefficient of determination (R Square) reveals that 53.5% of the variation in the budget planning process can be attributed to variations in financial performance. Additionally, the study demonstrates a very significant positive influence between the financial performance of non-profit organizations and budget control. The coefficient of determination (R Square) shows that 78.1% of the variation in budget control can be explained by variations in financial performance.

A research recommendation based on these findings is the need for further research to identify and understand additional factors that may influence budget control and planning in non-profit organizations. In addition, non-profit organizations should also consider using a more holistic prediction model that includes additional variables that may explain variation not captured by this regression model. In addition, it is recommended that non-profit organizations increase regular monitoring of financial performance to ensure the effectiveness of budget control and planning. Thus, organizations can be more efficient in managing resources and planning budgets in accordance with the goals of non-profit organizations.

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