

**CASH FLOW ANALYSIS IN THE BUDGET AS A MANAGEMENT
FUNCTION IN PLANNING AND CONTROL
AT THE BMT AS-SALAM COOPERATIVE DEMAK**

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Abstract

The development of cooperative business lines in Indonesia demands that cooperative management be carried out more professionally. Therefore, in order for each cooperative to survive or even grow and develop, cooperatives must pay close attention to the financial management of cooperatives. Every cooperative in running its business definitely needs capital. Cash is the wealth of cooperatives which is one of the elements of working capital that is very important in financing cooperative operations. Cash occupies a central position in an effort to maintain the smooth operation of cooperatives, so that the management function in planning and controlling the cash budget is necessary to ensure the survival of cooperatives.

This study aims to determine the process of preparing the cash budget, analyzing the factors that cause the difference between the budget and the realization of the cash budget as well as planning and controlling the cash budget at the BMT As-Salam Demak Cooperative with the cash budget observation period in 2019 and 2020. In this study In this case, the researcher uses qualitative data analysis methods where the analysis is carried out using data in the amount that is poured to explain an explanation of the numbers then explained again in the form of a description with standard language.

The results of the study found that cash flow as a planning and control tool in the BMT As-Salam Demak Cooperative was running well, the main factor causing the difference or difference between the budget and the realization of cash flow was in the realization of the previous year's budget, the BMT As-Salam Demak Cooperative. using the Bottom Up approach, namely budget planning is carried out by all parties in the organization, it would be even better if using the Mixture approach because to overcome the weaknesses in the Bottom Up approach.

INTRODUCTION

The financial sector is a very important field for cooperatives. Many cooperatives are large and small. Cooperatives play an important role in economic development because they are legal entities established by individuals or cooperative legal entities, with the separation of the wealth of its members as capital for running a business, which fulfills common economic, social and cultural needs in accordance with economic values and principles. Therefore, in order for each cooperative to survive or even grow and develop, cooperatives must pay close attention to the financial management of cooperatives. The success of the cooperative is determined by the ability to prepare a budget and the right decision-making process. The budget that is prepared every year effectively and efficiently as well as operational control is also a factor that is also considered and by measuring the financial performance of the cooperative without neglecting other related factors.

Every cooperative in running its business definitely needs capital. Cash is the wealth of cooperatives which is one of the elements of working capital that is very important in financing cooperative operations. Therefore, cash management is very important for cooperatives. The activities carried out by the cooperative are actually in addition to generating cash, they also use the cash including for the purchase of raw materials, payment of debts that have matured, payment of employee salaries, expenses for general and administrative costs, and operational costs of the cooperative. The budget is a plan that is systematically arranged in the form of numbers and is expressed in the form of monetary units covering all cooperative activities for a certain period of time in the future. The budget acts as a management tool in planning the resources to be obtained and used, as well as controlling how these resources are used in accordance with a predetermined plan within a certain period of time. Budgets can help management in controlling cash, because cash flow provides useful information about the pattern of cash receipts and disbursements for each period of operation of the cooperative. Control is the second function of a leader after planning. Control only follows a predetermined plan. Even good planning without good control will be in vain. In this case, the purpose of control is not to find fault but to prevent and correct errors. It often happens that the control function is misinterpreted as finding fault with others,

even though the purpose of control is to ensure the achievement of goals and plans.

Cash flow is a budget that plans in more detail the total amount of cash and its changes from time to time during a certain period in the future. both changes in the form of cash receipts and cash disbursements. Cash flow shows the planned inflow and outflow of money, and the last position in a certain period such as the end of the month. Most cooperatives have to make both long-term and short-term plans for their cash flow. Short term cash flow is included in the annual profit plan. By compiling cash flow, it can be seen when the cooperative is in a state of cash shortage and excess cash.

Budget

According to M.Fuad et al (2020), defines "Budget is a plan that is systematically arranged in the form of numbers and expressed in monetary units covering all company activities within a certain period (period) in the future". According to Halim and Kusufi (2017) the budget is a document containing work estimates, both in the form of revenues and expenditures presented in monetary measures to be achieved in a certain time period and includes past data as a form of control and performance appraisal.

Based on the above definition, it can be concluded that the budget is a written work plan regarding the activities of an organization which is stated quantitatively for a certain period of time, involving all company activities using the available resources, as well as the goals the company wants to achieve.

According to Sasongko and Parulian (2019), the budget objectives are as follows:

1. Planning

The budget provides direction for the formulation of company goals and policies.

2. Coordination

Budgets can facilitate coordination between sections within the company.

3. Motivation

The budget allows management to set certain targets that must be achieved

by the company.

4. Presence Control

The company's budget allows management to carry out the control function over the activities carried out within the company.

5. Presence Control

The company's budget allows management to carry out the control function over the activities carried out within the company.

Budget As Planning Tool

According to Sjafrizal (2016: 48) "planning is basically a way, technique or method to achieve the desired goal in a precise, directed, efficient manner in accordance with available resources. Planning or planning is a process towards achieving certain goals. In other terms, it is a directed and systematic preparation so that goals can be achieved effectively and efficiently.

The budget as a planning tool must also pay attention to the linkage of the budget to one another as well as a process of developing company goals and choosing activities to be carried out in the future to achieve these goals. The budget process as a planning tool includes the following:

1. Determination of company goals
2. Development of environmental conditions so that these goals can be achieved
3. Selection of actions to be taken to achieve these goals
4. Determination of steps to translate plans into actual activities
5. Re-planning to correct deficiencies that occurred

Budget As Controlling Tool

Budget as a control tool intended to avoid excessive purchases, below budget standards, and misdirection in the use of the budget in units that are not included in the main priority. Control is a process of evaluating the planning that has been implemented to identify whether or not there are differences or deviations between the planning itself and its implementation. The control process itself consists of several stages:

1. Comparing the actual performance for the period concerned with the

- objectives and standards that have been previously set.
2. Prepare performance reports containing actual results, planned results, and the difference between the two numbers.
 3. Analyze deviations between actual results and planned results and look for the causes of these deviations.
 4. Seek and develop alternative actions to solve problems and learn from the experiences of others who have been successful in a particular field.
 5. Select a corrective action from a set of alternatives and apply the action.
 6. Follow up controls to assess the effectiveness of the corrective actions implemented.
 7. Continue with making plans for the next period.

The role of the budget in control can be achieved by preparing the budget in a way that shows the inputs and resources that have been allocated to individuals or departments so as to enable them to perform the tasks assigned to them. Control can be implemented by comparing the results according to the budget with the results exceeded and the level of planned activity can be achieved.

Cash Flow

Cash has a very important position in maintaining the smooth operation of the company, the amount of cash that is more or less can result in less good for the company. Lack of cash can result in non-payment of various obligations, such as salary payables, bank interest and so on. On the other hand, excessive cash can absorb scarce and expensive working capital funds, thereby increasing the company's fixed expenses. Therefore, it is important in managing good cash flow to show a plan for the source and use of cash during the fiscal year which consists of a cash receipts plan (cash inflows) and cash plans (cash outflows). According to Gunawan and Yunita (2017: 295) "cash flow shows cash inflows, cash outflows and the final position in each period. Preparation of cash flow is an effective way to plan and control cash flow.

Purpose of Preparation of Cash flow

1. Determine the cash position at various times by comparing cash inflows with cash outflows. So the balance at the end of a period will be equal to

the initial cash balance plus cash receipts for a period and minus cash outlays at the same time.

2. Estimating the possibility of a deficit or surplus. A deficit occurs when the income plus the initial balance is less than the required expenses to be paid. Conversely, a surplus will occur when income exceeds expenditure, so that the cash balance at the end of the period increases.
3. Prepare short-term and long-term spending decisions. Where if there is a deficit, the company needs to look for new additional funds or vice versa if the company runs a surplus, the company must choose the most profitable alternative use.
4. As the basis for the policy of granting credit. The size of the available cash also shows the company's ability to spend its working capital. This working capital spending capability in turn is also the basis for companies to use credit policies as an effort to increase sales volume.
5. As a basis for authorization of the budget funds provided. a type of cost that has been budgeted needs to be regulated through a cash disbursement authorization mechanism. Thus the budget will not be exceeded and at the same time adjusted to the circumstances of the company.
6. As a basis for assessing the actual cash disbursements. Thus the difference in cash inflows and cash outflows can be identified as the cause.

Approach in Preparing Cash Flow

In the process of preparing cash flow, there are several approaches to preparing the company's cash flow depending on the policies of each company. Here are some approaches in the process of preparing cash flow:

1. Top Down

The plans, programs and budgets are determined entirely by the work unit with the highest level, while the units below it only carry out, without considering the proposals from the work units below. The good thing about this approach is that coordination and supervision of work implementation will be easier and faster because it is prepared by the parties that coordinate and supervise.

The disadvantage is that the highest working unit is often unable to

formulate a budget plan or work plan that truly meets the wants and needs of the lower work unit, so it will be difficult to implement.

2. Bottom Up

In this approach, the method or method used in preparing, planning and formulating a budget starts from the lowest level/level of organization leading to a higher level. The good thing about this budget is that the bottom line of the work plan reflects real wants and needs.

The weakness of this bottom-up approach is that it often happens that the smallest/bottom work units have different abilities in preparing work plans so that the quality of plan results varies and sometimes it is difficult to coordinate so that the preparation time becomes longer.

3. Mixture

This approach is a combination of the Top Down and Bottom Up approaches which are carried out jointly by all levels in the organization in the preparation and formulation as clear as possible. The above work units are sufficient to supervise and control the preparation of the plans and programs that have been determined. The purpose of this approach is to reduce the weaknesses of the Top Down or Bottom Up approach in the hope that it will give better results.

Stages Preparation Of Cash Flow

A good budget is not prepared just like that, but must go through the following stages:

1. Stage of collecting data and information

The first stage in compiling cash flow is to collect as complete as possible the data and information needed.

2. The stage of processing data and information

In this stage, supporting science plays a role and careful and thorough analysis

3. Stage of compiling temporary cash flow

Based on the results of data and information processing, a temporary budget is then prepared which will allow it to be changed, added, reduced

or improved.

4. The stage of discussing temporary cash flow

Because the budget serves as a work guideline, work coordination tool and as an evaluation tool for all employees, employees should be asked for their responses, opinions and various inputs to the temporary budget that has been completed.

5. Stage of compiling cash flow

This stage is a budget that has been declared quite good and perfect, then approved as a budget for the coming period.

6. Cash flow socialization stage

After it is finished, it needs to be socialized to all employees who will carry it out when the time has come.

METHOD

Data Type

The types of data that the researcher uses are qualitative data and quantitative data, which include qualitative data in this study, namely an overview of the research object, researchers collect information about the brief history of BMT As-Salam Demak, information and organizational structure as well as the company's vision and mission. While quantitative data is in the form of budget preparation for 2019 and 2020.

Data Source

The source of the data used by the author in writing the final project is primary data, the data obtained by conducting direct observations on the BMT As-Salam Demak Cooperative and conducting direct interviews with the parties from the Demak BMT As-Salam Cooperative.

Data Collection Technique

The data collection method is in the form of a statement about the nature, circumstances, certain activities and the like. Data collection was carried out to obtain information needed to achieve research objectives. Collecting data in research at the Cooperative BMT As-Salam Demak using 3 ways as follows:

1. Observation

A data collection method that is carried out by direct observation, viewing and retrieving the required data in the place where this research is carried out.

2. Documentation

A data collection by looking directly at the sources of related documents. In other words, documentation is the retrieval of data through written or electronic documents. Used to support the completeness of other data.

3. Interview

Data collection techniques through direct question and answer with informants to obtain additional information related to this research.

Data Analysis Technique

Sugiyono (2016) says that "data analysis is the process of systematically searching and compiling data obtained from interviews, observations and documentation, by organizing data into patterns, choosing which ones are important to learn, and making conclusions that are easily understood by oneself and others. others".

Data analysis is used to process data into information, the data will become easier to understand and interpret. The data to be analyzed is research data from field research and literature, then analyzed by the author to draw conclusions. The data analysis technique that the author uses in this research is a qualitative research which includes the results of interviews, analysis, and interpretation of the data.

RESULTS AND DISCUSSIONS

Result

1. Cash Flow Preparation Process

The cash flow at the BMT As-Salam Cooperative is compiled annually at the end of December. The target of the budgeting activity is to ensure that this budget can be planned, executed and monitored efficiently and effectively to support all cooperative operational activities. For the implementation of the budget carried out at the beginning of the year or the following month.

The BMT As-Salam Cooperative makes and pays attention to data sources as a reference for its work as follows:

1. Realization of the previous year's budget
2. Budget realization (projection) every month of the current fiscal year.

2. Cash Receipt and Disbursement Flow

1. Cash receipts

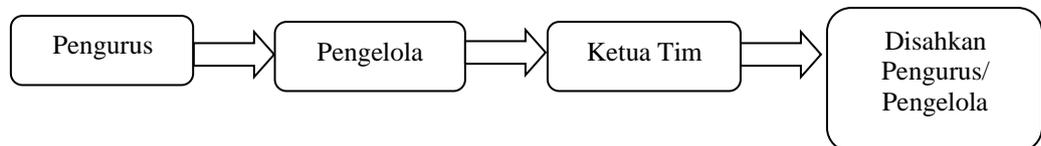


Figure 1. Cash Receipts

From the table above, the management makes a budget plan which is then submitted to the manager and then given to the team leader for review if there are additions or subtractions. If all already know and have agreed with the planned budget, the budget can be approved by the board or manager.

2. Cash Disbursements

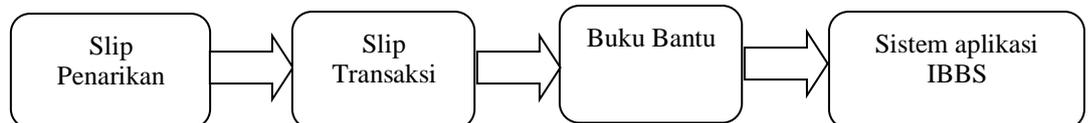


Figure 2. Cash Disbursements

For the flow of cash disbursements, the first is to write a withdrawal slip if you are going to save at the BMT As-Salam Demak Cooperative, after that what has been written in the withdrawal slip is entered into the transaction slip and then entered into the help book, this auxiliary book serves to assist data collection if at any time when the system encounters a problem, it is then inputted into an application system called IBSS.

Table 1.
Budget Data And Cash Flow Realization
As-Salam BMT Cooperative Demak 2019

No	Pos – Pos (Uraian)	Anggaran	Realisasi
	1. Penerimaan Kas		
	Pendapatan Operasional	5.040.000.000	5.122.973.000
	Total Pendapatan	5.040.000.000	5.122.973.000
	2. Pengeluaran Kas		
	Biaya Bagi Hasil	1.874.468.000	2.083.000.000
	Biaya Perkoperasian	1.250.000.000	1.235.000.000

	Biaya Manajemen	1.272.660.000	1.163.486.000
	Biaya Administrasi & Umum	596.000.000	585.600.000
	Total Biaya	4.993.128.000	5.067.086.000

Source : Koperasi BMT As-Salam Demak

Table 2.
Budget Data And Cash Flow Realization
As-Salam BMT Cooperative Demak 2020

No	Pos – Pos (Uraian)	Anggaran	Realisasi
	1. Penerimaan Kas		
	Pendapatan Operasional	6.048.000.000	6.051.487.000
	Total Pendapatan	6.048.000.000	6.051.487.000
	2. Pengeluaran Kas		
	Biaya Bagi Hasil	2.249.361.000	2.218.105.000
	Biaya Perkoperasian	1.500.000.000	1.492.587.000
	Biaya Manajemen	1.527.192.000	1.573.813.000
	Biaya Administrasi & Umum	698.741.000	681.510.000
	Total Biaya	5.975.294.000	5.966.015.000

Source : Koperasi BMT As-Salam Demak

Discussion

Analysis of the Cash flow Preparation Process

In preparing the cash flow at the BMT As-Salam Demak Cooperative, it uses a bottom-up approach, namely the preparation of a budget where the budget is prepared and prepared by the party implementing the budget. The advantage of this approach is that it can find out how much budget is needed for each unit of activity, but the weakness of the cash flow preparation process with a bottom-up approach is that it will generate different ideas which will lead to confusion and even misunderstanding.

Analysis of the Factors Causing the Difference Between Budget and Realized Cash Flow in the BMT As-Salam Demak Cooperative

To assess the success of cooperative management performance in cash flow implementation, it can be seen from the results that have been achieved, namely by comparing the budget with its realization. The following table details the budget and cash flow realization at the BMT As-Salam Demak Cooperative in 2019 and 2020

Table 3.
Budget And Cash Flow Realization
As-Salam BMT Cooperative Demak 2019

No	Pos – Pos (Uraian)	Anggaran	Realisasi	Selisih
1	Penerimaan Kas			
	Pendapatan Operasional	5.040.000.000	5.122.973.000	82.973.000
	Total Pendapatan	5.040.000.000	5.122.973.000	82.973.000
2	Pengeluaran Kas			
	Biaya Bagi Hasil	1.874.468.000	2.083.000.000	208.532.000
	Biaya Perkoperasian	1.250.000.000	1.235.000.000	15.000.000
	Biaya Manajemen	1.272.660.000	1.163.486.000	109.174.000
	Biaya Administrasi & Umum	596.000.000	585.600.000	10.400.000
	Total Biaya	4.993.128.000	5.067.086.000	73.958.000

Source : Koperasi BMT As-Salam Demak

From the budget table and cash flow realization above, it can be seen as a whole for 2019 that the budget in terms of cash receipts is Rp. 5,040,000,000 but the realization is Rp. 5,122,973,000 where there is a profitable difference of Rp. 82,973,000 due to a decrease in cash receipts from operating income where the budgeted budget is Rp. 5,040,000,000 and the realization is Rp.5,122,973,000 so that there is a profitable budget difference of Rp. 82,973,000. Meanwhile, from cash disbursements, the cash flow of the BMT As-Salam Demak Cooperative is Rp. 4,993,128,000 while the realization of cash flow was Rp. 5,067,086,000 so that there was a profitable difference of Rp. 73,958,000 because the realization was greater than budgeted.

Table 4.
Budget And Cash Flow Realization
As-Salam BMT Cooperative Demak 2020

No	Pos – Pos (Uraian)	Anggaran	Realisasi	Selisih
1	Penerimaan Kas			
	Pendapatan Operasional	6.048.000.000	6.051.487.000	3.487.000
	Total Pendapatan	6.048.000.000	6.051.487.000	3.487.000
2	Pengeluaran Kas			
	Biaya Bagi Hasil	2.249.361.000	2.218.105.000	31.256.000
	Biaya Perkoperasian	1.500.000.000	1.492.587.000	7.413.000
	Biaya Manajemen	1.527.192.000	1.573.813.000	46.621.000
	Biaya Administrasi & Umum	698.741.000	681.510.000	17.231.000
	Total Biaya	5.975.294.000	5.966.015.000	9.279.000

Source : Koperasi BMT As-Salam Demak

From the budget table and cash flow realization above, it can be seen that in 2020 the budget in terms of cash receipts is Rp. 6,048,000,000 but the realization is Rp. 6,051,847,000 where there is a profitable difference of Rp. 3,487,000.

Meanwhile, from cash disbursements in the BMT As-Salam Demak Cooperative cash flow of Rp. 5,975,294,000 while last year's realization, and the cooperative should also consider internal and external factors, so that the cooperative's cash flow financing can run well. So that it can be known the cause of the difference in financing so that the cooperative can take control measures and revise the cash flow for the coming year. cash flow of Rp. 5,966015,000 where there is a profitable difference of Rp. 9,279,000.

From the factors causing the difference above, it can be seen that a difference is either profitable or unprofitable, where in the preparation of cash flow at the BMT As-Salam Demak Cooperative only considers the realization

Cash Flow Analysis As A Planning Tool

The cash flow planning at the BMT As Salam Demak Cooperative has been going well, this can be seen from the considerations made by the cooperative by estimating the financing of the cooperative's activities and conducting an analysis of its activities, both routine and non-routine activities. However, in the cash flow planning process, it should be done carefully, so that every activity can run well and changes that occur can be handled quickly and accurately by the BMT As-Salam Demak Cooperative.

Cash Flow Analysis As A Control Tool

Control of cash flow carried out by the Cooperative BMT As-Salam Demak has been going well, this can be seen from the efforts to control all activities carried out by the organization so that what has been targeted can be achieved. Includes, control over a cash flow deviation, whether the budget is profitable or not. In addition, to find deviations that occur the BMT As-Salam

Demak Cooperative should carry out control at the beginning of the budget month, if the cash flow in the previous month is short, the cooperative asks for the funds in the following month. Meanwhile, if the cooperative activity funds have remaining or excess funds, they will be returned to be used in the next month's budget.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

From the results of the study, the researcher can draw several conclusions from cash flow analysis as a planning and control tool at the BMT As-Salam Demak Cooperative, namely as follows:

1. Cash flow as a planning and control tool at the BMT As-Salam Demak Cooperative has been going well, it can be seen from the efforts to control all activities carried out by the organization so that what has been targeted can be achieved, in addition to finding deviations that may occur so that immediate action can be taken to anticipate and improve again.
2. The main factor that causes the difference or discrepancy between the budget and the realization of cash flow is in the realization of the previous year's budget.
3. In the BMT As-Salam Demak Cooperative, it uses a bottom-up approach, namely budget planning is carried out by all parties in the organization. The BMT As-Salam Demak Cooperative would be even better if it used the Mixture approach because it overcomes the weaknesses in the Bottom Up approach.

Recommendations

The author can give for the good and progress of the BMT As-Salam Demak Cooperative are:

1. The function of cash flow as a planning and control tool in the BMT As-Salam Demak Cooperative should be maintained and be more careful in preparing the budget so that inappropriate budget expenditures that cause some budgets to exceed their realization can be minimized.
1. In preparing the cash flow, the BMT As-Salam Demak Cooperative should not only use data and information from actual data from previous years but

also have to look at future conditions or conditions.

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