

Implementation of '*Hablumminannas*' as Islamic value budget planning in non profit organization: phenomenological studies

Ani Setyowati,¹ Tri Jatmiko Wahyu Prabowo,²

^{1,2}Universitas Diponegoro Semarang, Indonesia

¹Universitas Semarang, Indonesia

email: ani@usm.ac.id

Abstract

Purpose - The purpose of this study was to explore the implementation of *Hablumminannas* as a budget planning in Non-profit organization in Indonesian and to determine the preferences of the others non-profit organization to operate their business circle.

Method - This study uses a phenomenological approach. In obtaining some information, the researcher used the interview method addressed to 15 informants who were at PT. Serkolinas Aman Nusantara spread throughout Indonesia.

Result - The results of this study, top management and members of the organization know more about what are the top priorities in determining strategies to improve organizational performance and no one member of the organization feels disadvantaged in accordance with what is recommended by the Qoran, that the concept of *Hablumminannas* must always prioritize good relations with others.

Implication - Especially in the non-profit organization sector so that they are in accordance with the guidelines of Islamic Values *Hablumminannas*.

Originality - Provide detailed understanding of the implementation of budget planning through the Islamic values of *Hablumminannas* which are principled not to harm others through a phenomenological approach to non-profit organizations in Indonesia.

Keywords: budget planning; *hablumminannas*; non-profit organization



Introduction

The budget is one aspect that supports the success of the organization. Because with the existence of a budget an organization is able to measure the performance achievement for several periods before and after (Abernethy & Brownell, 1999). The budget in a country always usually prepared at the beginning of the year, adjusting to the realization and needs of previous years, then evaluated at the end of the year. The failure of a country or organization in preparing a budget plan is very fatal for the country or organization, in addition the organization can be losing also can lose the opportunity to carry out operational activities, and can even be threatened with bankruptcy. Form the example such as Japan Airlines. Japan Airlines tried to implement a budget planning by cut labor, but that strategy failed. Japan Airlines was declared a deficit of US\$ 2.3 T in 2012. From this background it can be clearly, how necessary the implementation of budget planning to support the organization success (Seneviratne & Martino, 2021).

The budget divided into two parts, namely budget planning and evaluation of the budget plan (M. C. Arnold & Gillenkirch, 2015). Budget planning can be described as the stage of determining strategic steps in deciding what is the main priority in deciding activities related to the allocation of the company's main resources. The activity of determining the main priority is an activity related to targets and achievements that can be measured financially (Kwarteng, 2018). Therefore, the success of an organization lies not only in the accuracy in achieving the targets set by the organization but rather on how an organization is able to develop plans and priority stages such as goals in the form of a budget plan (Beeson, 1998).

Budget planning is indispensable in all forms of organization, both in the private sector and in the government sector, as well as in non-profit oriented organizations (Abernethy & Brownell, 1999; Amans et al., 2015; Seneviratne & Martino, 2021; Valuckas, 2019). Even though it has a non-profit operational form, this non-profit company must still have a budget planning concept in order to streamline all activities related to the allocation of financial resources

in the company. Besides, the concept of budget planning can help determine the main strategy that must be carried out and the targets achieved by the company (M. Arnold & Artz, 2019).

Planning for financial allocation cannot be separated from the concept of religiosity or Islamic values attached to individuals or groups of people involved in an organization (Ji, 2020). Religiosity as a norm and quality in religion is able to influence various kinds of behavior (Kumar et al., 2011) especially those related to financial management decisions such as investment, the application of labor incentives and compensation, determining job design, to transparency in the form of financial statements in the company (Carvalho & Sacks, 2021; Ji, 2020; Khedmati et al., 2021; Lindrooth & Weisbrod, 2007; Robbins & Lapsley, 2015). The concept of Islamic values to shape behaviors and interactions between individuals that develops in Indonesia has the Islamic value of considering the horizontal dimension or the concept of "Hablumminannas" (Bahri, 2018). The Hablumminannas dimension is a dimension which considers to increase positive cooperation and positive competition between groups or it can be said to build excellence interactions with other people (Idrus et al., 2016). The Hablumminannas dimension implies that interaction of humans actually have mutual dependence, therefore the Hablumminannas concept must always be firmly held in a business, especially in relation to deciding a policy related to financial management involving individuals within an organization (Ji, 2020).

Kwarteng (2018) argues that the budget is an important element in financial management, but to describe the budget which is related to performance in the organization, the budget concept must have various items like cash flow management, purchases, property, risk, and so on. But the budget planning description according to Kwarteng (2018) is opposite to the budget concept that has been studied by Messer (2017). Messer (2017) argues that the budget is an activity that only creates bias in the organization. The biased view according to Messer (2017) arises because budgetary practices often lead to lies and activities that are only carried out as an annual formality. Even Howcroft (2006) also argues that in management and

accounting systems, the most serious problems and polemics are those around budget planning and budget control.

Several previous studies, such as M. Arnold & Artz (2019), have examined the concept of budget planning which relates to budget planning which is divided into a whole budget or a separate budget. Then M. C. Arnold & Gillenkirch (2015) have also conducted research on the concept of budget planning that is formed into formal and non-formal budgets. However, the two findings above still have weaknesses. Because the research of M. Arnold & Artz (2019) and M. C. Arnold & Gillenkirch (2015) is still only a theory and has not investigated further the practice of implementing budget planning in organizations that are profit or non-profit. Then several studies related to the concept of *Hablumminannas* Islamic Values have been researched, such as Bahri (2018) and Wildana & Manzilati (2013) for example. Bahri (2018) has researched the concept of transacting and entrepreneurship with the *Hablumminannas* dimension. Likewise, Wildana and Manzilati (2013) also examined the application of the *Hablumminannas* concept to a fund management according to Islamic law. Wildana and Manzilati (2013) research focuses on the management in the field of zakat. However, most of the previous research findings rarely examine the *Hablumminannas* dimensions in the application of financial planning in non-profit sector organizations. Therefore the question arises how to implement budget planning in an organization that is in accordance with Islamic values that are *Hablumminannas*.

Due to the shortcomings of previous research, this research is to explore further the implementation of budget planning in non-profit organizations by incorporating the concept of *Hablumminannas* Islamic values. Taking into account the importance of budget planning that considers welfare and positive improvement among organizational members, which is still rare especially in non-profit organizations in Indonesia. Which in detail explores through understanding the subjective point of view of organizational members through a phenomenological method that seeks to reveal the meaning of a reality.

Literature Review

The Concept of Budget Planning

The budget is an important aspect in the organization because with the budget the organization can find out the extent of the organizational development process, estimated profits and targets that have been achieved (Howcroft, 2006). In addition, with a budget, the organization can also control operational mechanisms within the organization (Anthony & Govindarajan, 2017). In its implementation, the budget is divided into two main points, including budget planning and evaluation of the budget. Planning is a consideration in determining the main strategy to be implemented in the organization (Beeson, 1998). Therefore, as a strategy in determining the main steps in the future, budget planning plays an important role, especially in organizations in the public and non-public sectors, both profit-oriented and non-profit oriented. With the budget planning, organizational goals in allocating organizational resources can be carried out effectively and efficiently (Field, 2014).

M. C. Arnold & Gillenkirch (2015) describe that budget planning can improve organizational performance, of course, with a number of negotiations carried out between all members of the organization. Not only negotiations between top managers and company owners, but all members of the organization with representatives of division managers to find out what needs are needed by members of the organization so that the goals of the targets set in budget planning can be successfully achieved by members of the organization.

But behind the importance of the objectives of budget planning, raises a number of problems such as bias in budget planning (Wagner et al., 2014). The bias that arises in budget planning arises because the implementation of planning carried out in the organization is only a formal ritual carried out by top management at the beginning of the period by adjusting the conditions from the previous period. Even though the evaluation stage of the budget is carried out, there are still a number of games in the implementation of the

implemented plans. In addition, in a study conducted by Howcroft (2006) actually found that in the concept of accounting and management systems the problems that arise and are the worst often occur in budget planning.

Problems that arise in budget planning arise because financial planning is carried out through a spreadsheet model which is carried out by entering financial data and calculated by formulas through a modern technology device. Howcroft's (2006) findings actually find many cases of irregularities in financial planning with modern machines. Because through a modern machine it ignores the concept of humanism which should require consideration and negotiation in determining planning in the financial sector (M. C. Arnold & Gillenkirch, 2015).

The Budget Planning in Non-Profit Organization

A non-profit company is an organization that can be said to be an organization whose main goal is not only to seek organizational profit, but more towards social services or services in other fields (Conaty & Robbins, 2021). In addition to government-owned organizations, in Indonesia there are still non-profit organizations. This organization operates as a service provider or service provider in the fields of education, health and social services. In its operational activities, although this organization is engaged in the service sector, there is also a side to seek profit, but in the non-profit organization the profits are not for the main purpose but as a reserve in business continuity or as a support for the main activities of the non-profit organization's business.

In profit-oriented organizations, budget planning is used as a determinant of strategic steps in deciding activities related to finance, it is also used in determining targets or measures to be achieved by members of the organization (M. C. Arnold & Gillenkirch, 2015; Grubestic et al., 2019; Seneviratne & Martino, 2021). However, planning in non-profit organizations aims to determine strategic steps in maximizing the allocation of organizational resources so that they are right on target. Especially in

effectiveness in allocating resources related to finance to be right on target (Kaufman & Covaleski, 2019; Kwarteng, 2018).

The Islamic Value of *Hablumminannas*

Al-Quran is a holy book that provides guidance for the truth to Muslims. Therefore, as a guide in reaching the path of truth, the Qur'an teaches moral values, truth, principles, up to muamalah in trade relations (Bahri, 2018). In addition to obliging to maintain good relations with the creator, the Qur'an also provides instructions on maintaining good relations with fellow human beings.

Aspects of Islamic values and religiosity have various benefits in terms of material and non-material aspects for the organization. Someone who has moral values and religious responsibilities is more likely to be responsible for financial management than someone who does not have moral values in religion (León & Pfeifer, 2017). In addition, León & Pfeifer (2017) argue that someone who has good religious values is able to take better control of financial behavior as well. In this case, someone who has high moral values in religion is able to have attitudes, norms, and behaviors that are in accordance with what is taught in religion to be applied to how to behave in an organization and in business (Kumar et al., 2011; León & Pfeifer, 2017). Therefore, the concept of Islamic and religious values can be an important consideration in financial management in an organization both in terms of investment considerations, resource management allocation decisions, distribution of incentives and compensation, to the stage of recruiting workers in an organization (Khedmati et al., 2021; Lindrooth & Weisbrod, 2007; Međedović, 2021; Yang et al., 2019).

In trading or in connection with an entrepreneurial relationship, a person involved must regulate his business pattern so as not to cause harm to other parties (Bahri, 2018). Therefore, business actors must maintain the *Hablumminannas* dimension or maintain positive relationships with fellow members who are unionized in the organization (Wildana & Manzilati, 2013). Relationship with fellow human beings or *Hablumminannas* is an important

thing to do after maintaining a good relationship with Allah or the creator (Hablumminallah).

In accordance with what has been stated in the Qur'an, namely the letter Ali Imron: 112 which says:

"Hey are filled with humiliation wherever they are, unless they hold on to the rope (religion) of Allah and the rope (covenant) with humans and they return to the wrath of Allah and they are filled with humility. That is because they disbelieve in the signs of Allah and kill the Prophets without a just cause. That is because they are disobedient and transgressors."

In this case, a person is required to have a good muamalah in economic, social, and political activities such as having the etiquette of honesty, tolerance, helping each other, and respecting each other.

Research Methods

This study used a phenomenology approach to get the deepest understanding of the implementation of budget planning in a non-profit sector organization. The phenomenological approach is used because it is able to reveal a real social reality based on a deep understanding of a group of individuals, which is different from other groups of individuals, which cannot be revealed through quantitative data because it is a picture of understanding what has been captured by the members of the organization involved (Ataro, 2020). In addition, the phenomenological approach seeks to understand social interactions that appear as a meaning that has been highlighted by a group of individuals within an organization (Chariri, 2009).

The research focus is aimed at PT. Serkolinas Aman Nusantara throughout Indonesia. PT. Serkolinas Aman Nusantara is an organization engaged in electricity services. In its operation, PT. Serkolinas provides services to provide certification, validation, and maintenance services regarding electrical services for various types of installation usage classifications ranging from household installations, schools, buildings, to factories. In total there are 30 branch offices spread throughout Indonesia.

In digging for information, researchers used structured interviews related to understanding the concept of budget planning at PT. Serkolinas Aman Nusantara. The informants were addressed to 30 branch office managers spread throughout Indonesia, but of the 30 informants only 15 people were willing to be interviewed, because 15 other informants refused to be interviewed for reasons of privacy or managers but did not have budget skills.

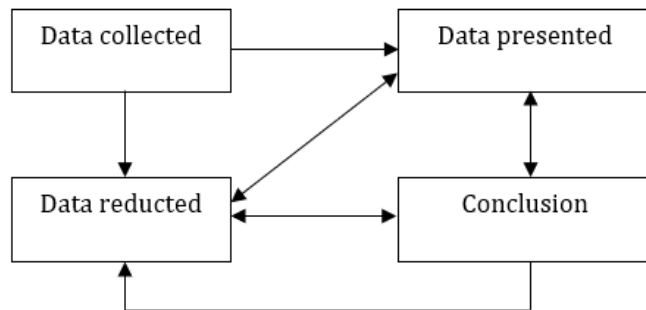


Figure 1. Research Method

In testing the credibility of the research results, the researcher uses the member checking technique. Member checking is a process where researchers verify information by reviewing the research setting (Chariri, 2009; Creswell et al., 2007). The procedure carried out when conducting a credibility test through member checking is to check the validity of the findings with the results of discussions that have been obtained from informants who have been interviewed.

The analysis technique used contains a set of questions that will be given to the informant in the form of questions related to the manager's understanding of the implementation of the budget planning set in the organization. The list of questions that will be given to informants is in table 1.

Table 1. List of Questions

No	Questions Concept
1	What is your view about budgeting?
2	What is your view about budget planning?
3	How important is budget planning in organization?
4	How does manager believe that the budget planning can be set effectively in organization?
No Questions Concept According to The Islamic Value of <i>Hablumminannas</i>	
5	How do members of organization interpret Islamic value in organization?
6	How do members of organization interpret <i>Hablumminannas</i> value in a basis for deciding financial management in the organization?
7	How do members of organization interpret <i>Hablumminannas</i> value in a basis for deciding budget planning in the organization?

Results and Discussion

In extracting information from informant sources, the researcher was only able to interview a number of 15 managers from a total of 30 branch managers at PT. Serkolinas Aman Nusantara. Of the 15 people who are not willing to have several reasons, including the manager does not have a background from economics who understands the literature on budgets, then the area manager has not worked at PT. Serkolinas Aman Nusantara, and the last one according to them, the concept of budgeting is privacy in a company, so some managers are reluctant to provide information about financial conditions to other parties outside the organization's members.

The interview process was carried out according to the time provided by the informant at the informant's workplace. With face to face in person, on line via whatsapp, or by telephone. The interview process was carried out for approximately two weeks to obtain saturated data on the questions conceptualized in the research.

Budgeting Concept and Budget Planning According to The Management of PT. Serkolinas Aman Nusantara Indonesia

As a work plan measured in monetary units, the budget must be carried out seriously in accordance with the needs of the company (Becker et al., 2014; Liapis & Spanos, 2015; von Hagen & Harden, 1995). Through the target budget, costs, and organizational performance, it is possible to measure the extent to which the strategies implemented by Serkolinas Aman Nusantara have been achieved (Shim & Siegel, 2005).

Of the fifteen informants argued that the budget is an important component of supporting the success of the organization. Evidenced by the results of the information,

“The budget is very important... to determine the allocation of costs, revenue targets, then what is important to run, how much will it cost. So it is very important to help the performance of PT. Serkolinas Aman Nusantara”.

From information sources it is proven that the budget is very important, because with the company's target budget it can be known, then the main priority in determining the policy can also be determined which is the main priority in the budget policy.

The construction of budget planning is very important, because with a budget the organization is able to implement mechanisms in allocating organizational financial resources more efficiently (Abernethy & Brownell, 1999). It can be applied in formal or non-formal models (Kaufman & Covalesski, 2019), or can also be in full or partial form in preparing budget planning (M. Arnold & Artz, 2019).

Construction budget planning at PT. Serkolinas Aman Nusantara is very important, this is evidenced by the results of interviews as follows,

“For this company, it is very important to make financial planning at the beginning of the year. The various uses can be as a target measure, then a limit for operational costs, and to control company finances. If there is no budget planning, it will be difficult. Suddenly we were targeted without knowing the previous performance. Moreover, with planning, it is better for us to motivate how we can achieve the target”.

For PT. Serkolinas Aman Nusantara Indonesia, budget planning is very important, based on the information above, budget planning can be used as a tool in motivating organizational members to achieve the targets set and can serve as a barrier in spending costs.

Some informants also provided information,

"In our opinion, budget planning design is more important than evaluating budget achievements. Because planning is a consideration. So what is important and what is not important we formulate at the beginning. Then we eliminate the unimportant. If the evaluation is easy, yes.... just what is not according to the plan, we will correct and fix it. But what's difficult is when compiling the concept of financial planning. Especially when it comes to company finances. If you're not careful, you'll lose."

From this information, PT. Serkolinas Aman Nusantara concluded that the budget planning at PT. Serkolinas is more important than budget planning. Because with the planning as an initial consideration in determining important steps related to financial strategy. Meanwhile, financial evaluation only makes corrections to achievements that have not been maximized.

The Dimensions of Islamic Value “*Hablumminannas*” to Create Effectiveness of The Budget Planning That Has Been Set at PT. Serkolinas Aman Nusantara Indonesia

A successful organization is an organization that is able to increase the financial strength of its members but is also able to increase the spiritual soul of each of its members (Ji, 2020). Spiritual spirit not only forms norms in interacting with the creator but is able to shape the attitudes and behavior of members of the organization. A good attitude is able to give birth to good behavior and is able to create a positive working atmosphere in the organizational environment so as to be able to create positive financial performance in a company (Kumar et al., 2011). While the description of effectiveness is always associated with the realization of the final result in accordance with what was planned (Aguirre et al., 2019). Managers believe that what has been implemented in the company will be effective and achieved according to what was planned.

PT. Serkolinas Aman Nusantara is one of the non-profit organizations in Indonesia that has also succeeded in maintaining the concept of Islamic values and religiosity in its organization. The concept of religiosity at PT. Serkolinas Aman Nusantara believes that the *Hablumminannas* dimension in every decision related to financial planning is able to produce effective decisions in terms of improving financial performance and increasing positive behavior among members of the organization.

In accordance with what has been stated in the Qur'an, namely the letter Ali Imron: 112 which says,

"Hey are filled with humiliation wherever they are, unless they hold on to the rope (religion) of Allah and the rope (covenant) with humans and they return to the wrath of Allah and they are filled with humility. That is because they disbelieve in the signs of Allah and kill the Prophets without a just cause. That is because they are disobedient and transgressors."

At PT. Serkolinas Aman Nusantara managers believe that the budget planning implemented in the company has taken into account the commitment of *Hablumminannas* in accordance with what has been a guideline in the Al-Quran guidelines for Muslims. In accordance with what has been stated in the Hadith HR. At-Tirmidzi.

"The believer with most perfect faith is the one with the best character"

According to Hadith HR. At-Tirmidhi, the *Prophet sallallaahu 'alaihi wa sallam* said that the best people are those with good morals. Therefore, based on the Al-Quran the letter Ali Imron: 112 and Hadith HR. At-Tirmidhi is the basis for leaders to have a good soul. For example listening suggestions from subordinates, not being rigid in deciding everything (*individualistic*), and thinking about the welfare of their members. The leader as a Caliph in Islamic law must pay attention to the social life of the community and must have the value of solidarity with the environment in accordance with the instructions of the Al-Quran the letter Ali Imron: 112 and Hadith HR. At-Tirmidhi.

The *Prophet sallallaahu 'alaihi wa sallam* is the most perfect human in character and the chosen human of Allah. On that basis, humans as creatures of God's perfect creation compared to other creatures of God's creation must try to imitate the example of the *Prophet sallallaahu 'alaihi wa sallam* in accordance with Letter Al-Baqarah: 30 which obliges humans as a leader to imitate noble character. Because it will be accounted for on the Day of Judgment.

"Remember when your Lord said to the angels: "Indeed I want to make a caliph on earth." They said: "Why do you want to make (caliphate) on earth people who will do mischief on it and shed blood, even though we always glorify with praise You and sanctify You?" God says: "Verily I know what you do not know."

Hablumminannas in PT. Serkolinas Aman Nusantara as a reflection value between human relations with other humans or the relationship between the leader with members of the organization. A harmonious relationship is a reciprocal relationship between member satisfaction and what has been decided by the leadership of PT. Serkolinas Aman Nusantara. Based on the Islamic values of *Hablumminannas* which regulates the harmonious relationship between company leaders and company members. Leader of PT. Serkolinas Aman Nusantara in determining all policies related to financial management is rooted in the Al-Quran the letter Ali Imron: 112, Letter Al-Baqarah: 30, and Hadith HR. At-Tirmidhi.

Some informants provided explanation,

"We as a leaders (managers) must have moral values according to the religion what our embranced. A Muslim as a chaliph must always remember his accountability in the last days."

"In Islamic law, a leader must follow Rasulullah sallallaahu 'alaihi wa sallam, because he is a perfect human created by Allah SWT ... a leader must have a social spirit and care about the environment... so he cannot decide everything according to his will without considering other people's recommendation, let alone not paying attention to the fate of the surrounding environment".

From the statement above, it can be concluded that the manager of PT. Serkolinas Aman Nusantara still has moral values in accordance with the teachings of Islam which requires a leader to always imitate the leadership spirit of the *Prophet sallallahu 'alaihi wa sallam*. Leaders in Islamic values must always consider input and suggestions from others, prioritize the fate of the environment, the welfare of organizational members, and not be selfish only to think about their own interests as stated in the Al-Quran the letter Ali Imron: 112, Letter Al-Baqarah: 30 and Hadith HR. At-Tirmidhi.

The Islamic value of *Hablumminannas* at PT. Serkolinas Aman Nusantara is the basis for carrying out various policies related to financial management. In particular, creating strategies to improve maximum performance through financial planning policies that consider input from subordinates, are flexible in adjusting to employee and environmental conditions, and improve employee welfare through appropriate compensation incentives with work performance. Breaks down as follows:

Develop a budget planning based on the participation of members organization

Budgeting based on the participation of organizational members is an important element in the budget planning process (Derfuss, 2016). Budget planning requires participation and negotiation from members (M. C. Arnold & Gillenkirch, 2015), because with the participation of members some of the main needs of costs, revenues, and the influence of targets set by company leaders can directly get member responses and feedback. organization.

The Islamic value of *Hablumminannas* cannot be separated from being a consideration in deciding a financial plan because the value of religiosity brings good human morals according to the guidelines set by religion. The concept of participation in finance is one of the criteria involved in the Islamic values of *Hablumminannas* because the concept of participation brings the belief that organizational members are involved and cared for by leaders (Yang et al., 2019). When someone is involved in a deliberation, someone will feel appreciated and increase his enthusiasm, on that basis someone becomes more loyal to the organization (Međedović, 2021).

This is evidenced by the following information,

"We developed a strategy in preparing budget planning by involving group leaders or representatives from employees... And they have to know... For example, we include employees from each department when preparing the budget at the beginning of the year. It has a purpose, so that we can also get a response from subordinates, this year's target, operational costs, and other needs related to their budget also know. With the involvement of employees we feel we have to respect them and maintain a good relationship with employees as well".

Based on the information above, it can be concluded that the manager at PT. Serkolinas Aman Nusantara and the group leaders of each division took part in the preparation of the budget with the aim of providing feedback on what had been determined. So that a middle path can be taken, the targets and goals of the organization can be effectively achieved with the aim of maintaining communication and harmony between superiors and subordinates in determining the concept of planning in finance.

In addition, some informants also stated that,

"Sometimes, our operational needs in each branch office are different, there are areas in eastern Indonesia and the central part of Indonesia, where the operational needs are different. From there, you have to adjust to the conditions you need. If only top management with managers in the preparation can not be optimal. Because it is the employees who understand the environmental conditions so that employees do not feel disadvantaged."

From some of the information obtained above, it can be concluded that the budget planning at PT. Serkolinas Aman Nusantara using participation and negotiation techniques from members of the organization is very important to apply. Because with the participation of members of the organization, strategy in implementing budget planning can be effective by considering input and suggestions from members of the organization as feedback on financial plans that will be implemented in the future period.

The statement *"...so that employees do not feel disadvantaged..."* is a commitment in accordance with the Islamic values of *Hablumminannas* which always prioritizes mutual respect and does not harm others in accordance with the guidelines of the Quran.

Budget planning design is flexible

The budget design must be flexible according to the existing conditions in the company because with flexibility the financial condition of the organization can be controlled considering the uncertainty of the business environment (Frow et al., 2010). With the flexibility of conflict between planning and implementation in the company can be reduced. For this reason, flexibility in budget planning is needed in order to achieve goals more effectively in conditions of uncertainty (Frow et al., 2010; Lim & Kim, 1998).

A flexible budget can be able to adapt in activity and production change within a company. With flexible budget planning, various costs which have different levels of variables to other activities (Frow et al., 2010). Flexible budget planning design can be used as a tool to determine the success of each department at each activity level so that departmental failures in different activity levels can be evaluated and improved.

Hablumminannas Islamic values cannot be separated in deciding a conditional or flexible budget plan. Islamic values cannot be separated from the consideration of something dynamic or flexible in creating something productive in the financial sector (León & Pfeifer, 2017). A flexible budget is a decision as the company does not want to harm the employees or members of the organization with a boss's decision that is too rigid.

The Implemented of *Hablumminannas* as Islamic values in budget planning should must reflect to human dimensions in accordance with Al-Quran the letter Ali Imron: 112, Letter Al-Baqarah :30, and Hadith HR. At-Tirmidzi. Which requires the leader in the lens of Islam as a caliph must always uphold the noble character in accordance with the character of *the Prophet sallallaahu 'alaihi wa sallam*. Religion and business activities have a complex and interdependent relationship. The *Hablumminannas* concept is able to influence business owners in making decisions related to business management.

The leaders of PT. Serkolinas Aman Nusantara as the leader of a business entity also has high moral ethics in the application of financial management.

High moral attitude as a manifestation of the *Hablumminannas* value of a leader is evidenced by the character of managing organizational finances based on the needs of each department related to organizational activities and is not autocratic and not only considering profits. The nature of the leader in implementing flexible budget planning based on *Hablumminannas* concept evidenced by the following information from an informant.

“leaders must have a high moral, responsibility as recommended by the Al-Qur’an, the holy book of Muslims. In the Al-Qur’an stated that leaders must be able to uphold noble qualities. The noble character that we can imitate is the nature of the Prophet sallallaahu ‘alaihi wa sallam. The apostle is a leader who never imposes his will. And always look at environment and its people, not looking profit for self”.

“So that's the principle we have to use... In managing finances in our business, we must Hablumminannas, not harming others, adapting to the needs of employees and departments... because the activity costs of each department are different. PT. Serkolinas is a service company, so it must be flexible according to the needs of each environment”.

PT. Serkolinas Aman Nusantara implements budget planning strategy with a flexible model because it has moral considerations, that each department and each employee has different needs. Especially with companies spread throughout Indonesia, automatically have different demographic levels, different cultures, with different levels of service to consumers. Consumers in the eastern part of Indonesia will be different from consumers in the western part of Indonesia. It causes the level of need for employee activities of PT. Serkolinas Aman Nusantara is also different in providing services.

This is evidenced by the results with several branch managers at PT. Serkolinas Aman Nusantara as follows.

“Here we apply flexible financial planning because our region is divided into 30 regional offices, therefore budget planning is prepared according to the conditions of each region. However, in certain posts, for example in the cost post, we usually apply a flexible budget. But our target is not flexible, so the budget is flexible for PT. We really apply Serkolinas.”

From the information obtained by the leader of PT. Serkolinas Aman Nusantara applies a flexible budget method due to the condition of regional offices scattered throughout Indonesia based on moral responsibility according to the guidelines Al-Quran the letter Ali Imron: 112, Letter Al-Baqarah :30, and Hadith HR. At-Tirmidzi. Given the total office area of 30 offices, flexibility is needed in the implementation of budget planning. However, the concept of flexibility only applies to certain posts, such as expense items, which demand to be prepared with flexible conditions. But for other posts it is not arranged flexibly.

The purpose of planning that is prepared flexibly in order to achieve effectiveness in the preparation of budget planning and implemented *Hablumminannas* as an Islamic value. If it is structured in a rigid manner, it is feared that there will be slack in the planned budget.

In addition to the results of the above information, there is other information, namely.

"Budget planning sometimes adjusts to the conditions in each area, if from the directors we prepare it as a whole, but when we get to the area we make our own division per department. Yes, it's for preventive performance per region only. But we will first confirm that to the finance director, after it is allowed, then we will carry it out."

"and leaders must always have a moral responsibility in making decisions on financial management that should not harm employees even though they are workers".

From the information stated that PT. Serkolinas Aman Nusantara determines a flexible budget planning design with consideration of adjusting to the conditions of each region. During implementation in the regions, regional managers divide into partial budgets per department, of course, with top management's approval during implementation as a strategy to anticipate the decline in performance per department.

The budget planning design that is not strict or flexible is a reflection of the values of religiosity that are in accordance with the dynamic dimensions of the *Hablumminannas* (Ji, 2020). The values of religiosity that are dynamic in

accordance with Islamic law can adjust from time to time. An Informan statement's regarding "*that should not harm employees even though they are workers*" is a reflection of the leader attitude who must always remember that a leader when making a decision should not harm other parties, especially decisions related to financial management in a business.

Establish a compensation scheme for managers and subordinates who are able to achive certain targets

Rewards and compensation are very influential on budget planning (Baber, 1985; Lill, 2020). Compensation is very influential on organizations that implement a decentralized budget. With the compensation offered, managers can be motivated to run budget targets in accordance with what the organization's goals are (Baber, 1985). Compensation can also be used as an evaluation and monitoring tool for members of the organization to what extent the performance has been achieved by the organization when workers and members of the organization are difficult to monitor directly (Lill, 2020).

In Islamic values according to the dimensions of *Hablumminannas* PT. Serkolinas Aman Nusantara uses the compensation method as a tool in convincing top management that the budget planning that has been set can run optimally. Islamic values from the side of compensation are considered (Lindrooth & Weisbrod, 2007).

The dimension of *Hablumminannas* religiosity in forming a compensation scheme for organizational members has a consideration that organizational members should not be harmed. With compensation that is in accordance with the performance of good relations between superiors and subordinates, it is hoped that it can be well established and no one feels disadvantaged in accordance with the *Hablumminannas* dimension which requires establishing positive relationships with other people.

The values of *Hablumminannas* in determining the compensation scheme are proven by the following information,

"So to find out if the budget planning has been successful, we will check the compensation received by each region. There is a compensation scheme if

the target area is reached and the employees receive a percentage of profit compensation, then for example, there is no target but at the beginning of the area that can be cost-efficient, there is also compensation. So from there, we can monitor which buses have good performance and which ones are efficient."

"And the distribution of compensation must also be appropriate, there is no favoritism, the company can get high profits, employees must also be in accordance with the compensation also increased, so that no employee is harmed"

From the information above, PT. Serkolinas Aman Nusantara implements a compensation system to evaluate performance and applies the Hablumminannas dimension so that no employee feels disadvantaged. The Hablumminannas dimension in the compensation scheme is intended so that employees also feel that they are not disadvantaged when the company achieves optimal performance. With the compensation stimulus provided, top management believes that the budget plan that has been implemented has been effectively implemented and is in accordance with the Hablumminannas Islamic values guidelines.

Conclusion

The conclusion that can be drawn from this research is that budget planning in an organization is an important aspect in supporting the success of the organization. With budget planning the main strategic considerations can be determined, especially those related to the allocation of financial resources. Therefore, budget planning in organizations must pay attention to the Islamic values of *Hablumminannas* that has high moral values in accordance with the guidelines of Muslims, namely the Al-Quran the letter Ali Imron: 112, Letter Al-Baqarah :30, and Hadith HR. At-Tirmidzi.

Islamic values such as *Hablumminannas* require that all activities interact with other people should not harm each other but bring benefits. *Hablumminannas* at PT. Serkolinas Aman Nusantara can be found in the three main keys. The first, always listens to suggestions from other parties in order to create the benefit of all stakeholders and organizational members at PT.

Serkolinas Aman Nusantara. The second is creating a flexible budget planning concept taking into account the different needs of each department, and the three creating a compensation system that is in accordance with performance, so that all members of the organization do not feel disadvantaged and for the achievement of organizational goals in accordance with Islamic values of *Hablumminannas*.

The limitation of this study is that researchers are only able to identify the scope of budget planning in non-profit organizations and examine the dimensions of the Islamic values of *Hablumminannas*, therefore suggestions for further research, it is better if research on budget planning should be more broadly compared with the implementation of budget planning that reviews the dimensions *HablumminAllah and Hablumminannas* or it could be in companies engaged in profit oriented.

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