



## **COMPREHENSIVE BUDGET MODEL AS A BUSINESS PLANNING TOOL**

Wiwik Andriani  
Politeknik Negeri Padang  
[wiwikandriani@pnp.ac.id](mailto:wiwikandriani@pnp.ac.id)

### **ABSTRACT**

This research aims to design a comprehensive budget model for MSMEs. The research method used to obtain data was observation and interviews, while data analysis used qualitative analysis. The results of the analysis show that many MSMEs do not understand the importance of preparing a comprehensive budget in running a business, so it is necessary to design a comprehensive budget model that can be a reference for MSMEs. Through this comprehensive budget design model, it is hoped that it will be able to have an impact on the future progress of MSMEs.

**Keywords:** Budget, MSMEs, Comprehensive

### **A. INTRODUCTION**

One of the goals of establishing a company is to achieve maximum profits. Maximum profits can be obtained if sales are as planned and costs are kept to a minimum while maintaining product quality (Aprila, Andriani, & Ananto, 2023). Therefore, companies must be able to control each part of the company and prepare careful plans. One of the objectives of implementing planning is to ensure the achievement of predetermined goals (Roska, Ferdawati, Ahmad, & Sulastri, 2023). The plans made by this company will later become the basis for management in making decisions.

Planning is also made to determine the future condition of the company and reduce uncertainty regarding the future state of the business. One form of planning is making a budget. According to Gunawan & Ishak (2021), a budget is a plan prepared systematically, which covers all company activities, which are expressed in financial units (monetary units) and are valid for a certain period in the future. Budgets have three main functions and use budgets as work guidelines, work coordination tools, and work evaluation (supervision) tools.

Arwin (2019) stated that based on the completeness of the budget prepared by an organization, the budget can be categorized as a partial budget or a comprehensive budget. A partial budget is a budget that consists of only one type or group of certain activities, for example, only a sales budget, only a marketing costs budget, only an administrative costs budget, and so on (Andriani, Rosalina, Sriyuniati, Afrizon, & Aprila, 2023). Meanwhile, a comprehensive budget is an entire budget consisting of a combination of partial budgets within a certain period. A comprehensive budget combines income, cost, and profit budgets. A comprehensive budget describes the overall plan the company wants to achieve within a certain period.

Seeing progress in the business world, budgets have been widely used in various aspects, both in organizations, large companies, and Micro, Small, and Medium Enterprises (Ayu, Andriani, & Sukartini, 2023). Currently, MSMEs continue to develop and become the driving force of the economy in Indonesia. The growing development of MSMEs will certainly increase market competition (Wira, Andriani, & Sriyuniati, 2023). This requires MSMEs to continue to improve product quality and pay attention to existing systems, including human resource management, operational management, marketing management, and financial management. One of the essential components in MSMEs or in a company is apparent financial factors, and their turnover can maintain the stability of the company's activities in the short and long term (Andriani, 2023). One strategy that companies can use to maintain the stability of business

activities and manage finances is to prepare a comprehensive budget. By preparing a comprehensive budget, the company can see the overall picture of the plans it wants to achieve within a certain period.

## **B. LITERATURE REVIEW**

### **Budget**

The budget is a company's financial planning which is used as the basis of the financial control system for the coming period.

### **Budget Function**

#### **1. Planning**

In this function, long-term goals, short-term goals, targets to be achieved, strategies to be used, and so on are determined. This function Pratama et al., (2022) is related to everything the company wants to produce and achieve. This includes determining the product to be produced, how to produce it, the resources needed to produce it, how to market it, and so on.

#### **2. Organizing**

After everything the company wants to produce and achieve in the future has been determined, the company must look for the resources needed to realize the plans that have been set. Starting from efforts to obtain raw materials, looking for the machines needed to manage these materials, buildings needed to manage these products, looking for workers along with the required qualifications, looking for the capital needed to produce the planned products and so on.

#### **3. Actuating**

After the resources are needed, the next management task is to direct and manage every resource the company has to use according to its respective function. Every existing resource must be directed, coordinated with one another so that they can work optimally to achieve company goals.

#### **4. Controlling**

After the resources needed by the company have been obtained and directed to work according to their respective functions, the next step is to ensure that each resource has worked according to the company's plan, to ensure that the company's general goals can be achieved.

### **Comprehensive Budget**

According to Anggraini & Arifin, (2023) a comprehensive budget can be interpreted as the broad use of budgeting concepts in every company activity and a total system approach in implementing daily activities. A comprehensive budget is a systematic and formal valuable approach for management to carry out its responsibilities and duties by planning, coordinating, and controlling the organization and company.

## **C. RESEARCH METHOD**

This research uses a literature review type, with the review model chosen as a narrative review. The study was conducted using the narrative review model, namely comparing data from several international journals, which have been analyzed and summarized based on the author's experience, existing theories, and models. Researchers use analytical descriptive methods by collecting, identifying, compiling, and analyzing various data found, which are then designed into a comprehensive budget format model that can be used as a reference by MSMEs. (Arifin, Pratama, & Utomo, 2023)

## D. RESEARCH & DISCUSSION RESULTS

### Comprehensive Budget Model

The design of a comprehensive budget model Harti et al., (2022) aims to provide an overview of budget creation aimed at MSMEs so that MSMEs will be more focused on their business processes because they already have a budget plan. This comprehensive budget model is hoped to increase MSMEs' understanding of the importance of budget planning in business development. The following is a model of a comprehensive budget that is designed:

1. Sales Budget, a budget that has been planned more clearly regarding sales of a company's products in the coming period (Mulyani, Hayati, & Sari, 2021).

CV XYZ Period xxxxx Sales Budget							
Period	Product A			Product B			TOTAL
	Unit	Price	Total	Unit	Price	Total	
Quarterly 1							
Quarterly 2							
Quarterly 3							
Quarterly 4							
<b>Total</b>							

**Table 1. Sales Budget**

2. Production Budget, is a type of budget created to determine the appropriate production amount based on plans from the sales department (Septianti & Dahtiah, 2021).

CV XYZ Period xxx Production Budget					
Information	Quarterly 1	Quarterly 2	Quarterly 3	Quarterly 4	Total
Sales Plan					
Ending Inventory					
Necessary requirements					
Initial Inventory					
<b>Production Total</b>					

**Table 2. Production Budget**

3. Raw Material Budget, planning the quantity of raw materials needed for production needs in the future period which consists of use, purchase and raw material requirements.

CV XYZ Period XXX Raw Material Usage Budget					
Period	Production	Product A		Product B	
		SUR	Need	SUR	Need
Quarterly 1					
Quarterly 2					
Quarterly 3					
Quarterly 4					
<b>Total</b>					

**Table 3. Raw Material Usage Budget**

CV XYZ Period XXX Raw Material Purchase Budget					
Information	Quarterly 1	Quarterly 2	Quarterly 3	Quarterly 4	Total
Need					
Ending Inventory					
Available					
Initial Inventory					
Prurchase					
Price					
Purchase					

**Table 4. Raw Material Purchase Budget**

CV XYZ Period XXX Raw Material Requirements Budget			
Period	Need	Price	Total
Quartely 1			
Quartely 2			
Quartely 3			
Quartely 4			
<b>Total</b>			

**Table 5. Raw Material Requirements Budget**

4. Labor Cost Budget, a budget plan that plans in detail the number of employee working hours and labor for one period or future periods (Syafitri & Putra, 2018). Within the company, labor is divided into two, namely Direct Labor and Indirect Labor.

CV XYZ						
Period XXX						
Direct Labor Cost Budget						
Period	Department A			Department B		
	Production	Price	Total	Production	Price	Total
Quarterly 1						
Quarterly 2						
Quarterly 3						
Quarterly 4						
<b>Total</b>						

**Table 6. Direct Labor Cost Budget**

5. Factory Overhead Cost Budget (BOP), a detailed plan regarding indirect costs incurred in connection with the production process during the coming period, including the type of costs, time, and place (department) where the costs occur (Rahayu, 2015).

CV XYZ						
Period XXX						
Factory Overhead Cost Budget						
Period	Department A			Department B		
	Production	Price	Total	Production	Price	Total
Quarterly 1						
Quarterly 2						
Quarterly 3						
Quarterly 4						
<b>Total</b>						

**Table 7. Factory Overhead Cost Budget**

6. The Cost of Goods Sold and Cost of Production budget is a budget that functions to create

budget planning related to the cost of goods sold and the cost of production. In this budget itself, the calculations of the two budgets will be interrelated and complement each other (Hartono, 2021).

<b>CV XYZ</b>		
<b>Period XXX</b>		
<b>Budget for Cost of Goods Sold and Cost of Goods Production</b>		
Information	Product A	Product B
Initial Work In Process		
Raw Material Costs		
Direct Labor Cost		
Factory Overhead Costs		
Final Work In Process		
Cost of goods Production		
Initial finished goods inventory		
Products are available for sale		
Ending finished goods inventory		
Cost of goods sold		

**Table 8. Budget for cost of goods sold and cost of goods production**

- A cash budget is defined as a tool used by a company to estimate cash flow (Saipi, Tinangon, & Suwetja, 2018). Where the estimated amount of cash flow will occur at a certain time or period. So there is something called an estimate that applies to determining cash flow. This determination aims to find out whether the company's budget is sufficient or not.

<b>CV XYZ</b>		
<b>Period XXX</b>		
<b>Cash Budget</b>		
Information		
Beginning Balance		
Cash receipts		
Cash sale		
Receivables Collection		
Other income		
Bank Loan		
Total cash receipts		
Cash Disbursements		
Accounts payable		

Advertising expenses		
Other Expenses		
Income tax to be paid		
Total cash disbursements		
Ending Cash Balance		

**Table 9. Cash Budget****E. CONCLUSION AND SUGGESTIONS**

Based on the results of the analysis regarding the need for a comprehensive budget model for MSMEs, it is necessary to increase the understanding of MSMEs in preparing comprehensive budgets. Through the comprehensive budget model designed, it is hoped that it will be able to encourage the progress of MSMEs to be able to carry out business planning in the form of budgeting for the businesses they run. The existence of this comprehensive budget model will also make it easier for MSMEs to prepare budgets for their businesses.

**F. REFERENCES**

- Andriani, W. (2023). Pentingnya Pemahaman dan Penerapan SAK EMKM pada UMKM Kripik Sanjai. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(2), 238–245. <https://doi.org/10.35870/jemsi.v9i2.936>
- Andriani, W., Rosalina, E., Sriyuni, F., Afrizon, F., & Aprila, D. (2023). Perancangan Database Akuntansi Menggunakan Microsoft Access Pada Usaha Konveksi Taylor Abadi. *Jurnal Sains Dan Informatika*, 9(1), 30–36. <https://doi.org/10.22216/jsi.v4i1>
- Anggraini, D. S., & Arifin, S. (2023). Analisis Du Pont System dengan Time Series Analysis untuk Mengukur Kinerja Keuangan PT Widmarine Jaya Lines Tahun 2019-2022. *Jurnal Ekonomi, Manajemen Dan Akuntansi*, 2(5), 455–463.
- Aprila, D., Andriani, W., & Ananto, R. P. (2023). Financial Management of Nagari Owned Enterprises (BUMNAG) and Its Impact on Community Welfare. *Jurnal Akuntansi Bisnis*, 16(2), 210–225. <https://doi.org/10.30813/jab.v16 i2.4461>
- Arifin, S., Pratama, D. P. A., & Utomo, P. (2023). *Pengantar Statistika: Teori dan Metode Ekonomi Terapan*. Surabaya: CV. Pena Jaya Pers.
- Arwin, Lius, W., Mediyanti, S., Siahaan, R. F. B., & Utama, T. (2019). Analisis Penyusunan Anggaran Pada CV. Buana Raya Medan. *Jurnal Ilmiah Simantek*, 3(1), 1–12.
- Ayu, M. S., Andriani, W., & Sukartini, S. (2023). Factors Influencing The Use Of Accounting Information On SMEs In Padang. *BIMA Journal (Business, Management, & Accounting Journal)*, 4(1), 107–114. <https://doi.org/10.37638/bima.4.1.107-114>
- Gunawan, A., & Ishak, J. F. (2021). Model Anggaran Perusahaan Berbasis Laporan Keuangan. *Indonesian Accounting Research Journal*, 1(2), 386–395.
- Harti, Sakti, N. C., Sudarwanto, T., Pratama, D. P. A., & Habibah, I. A. N. (2022). Pelatihan Pembuatan LKPD Ekonomi Berbasis Aplikasi Digital Pada Guru-Guru SMA Di Kabupaten Lamongan. *SELAPARANG: Jurnal Pengabdian Masyarakat Berkemajuan*, 6(4), 2169–2177.
- Hartono. (2021). *ANGGARAN PERUSAHAAN, PENDEKATAN PRAKTIS*. CV Literasi

Nusantara.

- Mulyani, S., Hayati, D., & Sari, A. N. (2021). Analisis Metode Peramalan (Forecasting) Penjualan Sepeda Motor Honda Dalam Menyusun Anggaran Penjualan Pada Pt Trio Motor Martadinata Banjarmasin. *Dinamika Ekonomi Jurnal Ekonomi Dan Bisnis*, 14(1), 178–188.
- Pratama, D. P. A., Sakti, N. C., & Listiadi, A. (2022). Pengembangan Media Pembelajaran Interaktif Berbasis Mind Mapping pada Era Pembelajaran Jarak Jauh. *Jurnal Pendidikan Ekonomi Undiksha*, 14(1), 146–159. <https://doi.org/10.23887/jjpe.v14i1.47710>
- Rahayu, Y. (2015). Analisis Pembebanan Biaya Overhead Pabrik Terhadap Harga Jual Produk Pada UKM Wilayah Sukabumi. *Ecodemica: Jurnal Ekonomi, Manajemen, Dan Bisnis*, 3(2), 551–560.
- Roska, R. M., Ferdawati, Ahmad, A. W., & Sulastri, R. E. (2023). Penyusunan Laporan Keuangan pada Yayasan Bunda Saiyo. *Accounting Information System, Taxes and Auditing Journal (AISTA Journal)*, 2(1), 24–31. <https://doi.org/10.30630/aista.v2i1.27>
- Saipi, R. A., Tinangon, J. J., & Suwetja, I. G. (2018). Analisis Anggaran Kas Sebagai Alat Perencanaan Dan Pengendalian Kas Pada Pt Pelabuhan Indonesia Iv Cabang Bitung. *Going Concern: Jurnal Riset Akuntansi*, 13(02), 379–389. <https://doi.org/10.32400/gc.13.02.19629.2018>
- Septianti, R. P., & Dahtiah, N. (2021). Penerapan Metode Peramalan dalam Menyusun anggaran Penjualan dan Anggaran Produksi Sebagai Dasar Penyusunan Anggaran Biaya Produksi pada LAF Project. *Indonesian Accounting Literacy Journal*, 1(3), 490–503. <https://doi.org/10.35313/ialj.v1i3.3166>
- Syafitri, Y., & Putra, M. S. S. (2018). Pengembangan Aplikasi Akuntansi Biaya Tenaga Kerja Langsung Pada LPP TVRI Stasiun Lampung. *Jurnal Sistem Informasi Akuntansi (JUSINTA)*, 1(1), 50–55.
- Wira, H., Andriani, W., & Sriyuniati, F. (2023). Faktor-Faktor yang Mempengaruhi Minat Masyarakat Terhadap Pembiayaan Kredit Kepemilikan Rumah (KPR) BTN. *Jurnal Akuntansi, Bisnis Dan Ekonomi Indonesia*, 2(1), 174–183.