

**DISCOURSE OF COMMUNICATION PERSPECTIVE IN BEHAVIORAL
ACCOUNTING ON BUDGET DESIGN IN A CORPORATION****Mis Fertyno Situmeang**Accounting Study Program, Politeknik Negeri Ambon
Coreponding author : mis.situmeang@gmail.com**ABSTRACT**

This paper aims to discuss how behavioral accounting is becoming increasingly strategic in the budget planning of a corporation or organization. This study is a qualitative reflection with a literature study approach. Data is drawn from jural texts, books, electronic sources, digital sources, and other relevant source variants. The data are categorized into two main dimensions, namely communication behavior in budget design and communication in budget implementation. The results of the theoretical study show that the budget is one of the managerial tools used to plan, control and ensure the achievement of entity goals. However, it cannot be denied that the budget is a technical process that involves the role of individuals so that it allows for dysfunctional behavior that is born from the opportunistic attitude of the agent.

Keywords: Accounting, Behavior, Communication, Budgeting**INTRODUCTION**

Budget discourse is one part of the management principles commonly adopted in modern organizations or corporations. The budget is also a top management communication tool for internalizing the company's goals, vision, mission, and strategic plan in every individual in a company. In the end, the budget is expected to encourage the effective achievement of company goals (Okafor & Otalor, 2018). In another perspective, empirically we can also see how budgets are used to ensure that valuable resources are allocated efficiently and effectively to achieve certain quantitative measurable targets.

In modern accounting systems, there is an essential human element that cannot be negated, namely the element of human behavior or human resources. The element of behavior, namely sociology and social psychology, especially the attitudes, motivations, perceptions and emotions of employees in the company related to the course of the accounting system, is deemed necessary to be studied. If we look at the scope of management principles. In the planning process, the most popular key topic is "budget participation". Previous researchers examined how the contingent character of a company affects the organization's preference for choosing a participatory budgeting model or top down budgeting. Previous research on the planning process connects this choice to employee motivation, commitment, performance and even the tendency to commit budget gaps (Ilyas, et, al 2021).

As accounting science develops, it has now entered the realm or behavioral science. Behavioral accounting as a science that studies the relationship between accounting and human behavior has a contribution to the direction of decision making. This is based on accounting which acts as a provider and source of various corporate financial information whose concepts, principles and practices will influence managerial considerations in making decisions. Belkoui explained that one of the

roles of behavioral accounting is to emphasize the relevance of accounting information to decision making between companies and employees based on the communication they do (Lubis, 2017). Communication acts as a controller of human behavior in various ways to express emotional aspects as a means of fulfilling social needs even though in practice each company has a hierarchy of authority and guidelines that must be obeyed (Rifa'i, et.al 2013).

Therefore, in the aspects of behavior that are in employees there, for example, such as aspects of attitudes, motivation at work and emotions of employees in companies or corporations generally cannot be said to be good at running an accounting system. It is very possible that the company still has other shortcomings related to behavioral aspects that still need to be studied in this research. The research provides recommendations on how budgeting as a means of empowering individuals in the organization. Previous research mapped how certain communication processes and organizational beliefs affect individual honesty in budgeting reporting (Chong, et.al, 2015).

METHODS

According to (Moleong 2007) qualitative research intends to understand the phenomena that occur and are experienced by examining historically by means of descriptions in the form of words and language. The source in this research is secondary data sourced from literature studies of various documents and literature related to the topic raised by the author. This study presents empirical research on the behavioral aspects of the budgeting process presented in the frame of Siegel and Marconi by categorizing the budgeting process in three stages; the stages of goal conformity, implementation, and evaluation. The source of the scientific articles reviewed was obtained from Google Scholar. From these results we randomly selected articles from budgeting research in a behavioral context.

This research uses content analysis techniques, by mapping articles based on year, theory, topic, variables, methods, and findings. The list of articles in this study is summarized in the appendix. First, this study identifies and classifies specific theories in three perspectives. Second, we elaborated the first finding into the stages of the budgeting process and modeled this research in the form of graphical mind mapping. This modeling can provide a more comprehensive overview of a research topic (Suhardianto, et al 2011).

DISCUSISON

Communication in the Formulation of Budgeting Objectives

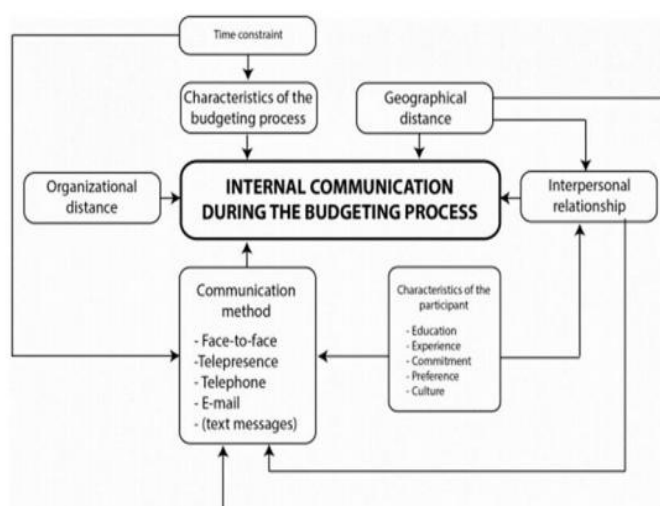
In the budgeting process, interaction between decision makers and other variables certainly occurs, and it is a communication process. This interaction not only involves participation between subordinates and superiors in the budget setting process but also as a communication process at the implementation stage. The process involves an ongoing dialogue between organizational members about why budget variations occur, how systems or behaviors can be adapted, and even whether any action should be taken. In a more specific context, psychological theories in budget communication, help to predict how individuals respond to information in the budgeting process, and how their behavior changes or does not change based on that information. Group and individual budgeting evaluation feedback is more capable of

reducing dysfunctional effects (budget constraints) than providing individual feedback alone. This research is based on social facility theory (Chen, et.al, 2004). This theory assumes that individuals strive to perform better in front of their social groups than when they are alone. Personal information about the supervisor's bad reputation encourages budget constraints (Chong. Et.al, 2015). This finding is based on social cognitive theory. Other findings in the context of self-categorized theory, show that individuals try to behave in accordance with the actions of their colleagues in budget reporting (Cannon, et.al, 2019).

Communication Behavior in the Budget Implementation Process

In essence, information will be translated into reasonable predictions that help decision making to be communicated, thus there are several communication models as a means of delivery so that it is easily understood by the recipient of the information (Bywater, et.al 2012). The communication model that is considered appropriate in this case is the Lasswell model which will simply answer the question of who, says what, in what way, to whom, and how it impacts. The next step is to consider what information should be presented and what is the delivery strategy so as not to offend the recipients of the information? So in this case, stakeholders, especially management, can represent qualitative information sourced from accounting reports or measurements related to the company's financial performance (quantitative) which are deemed important to be disclosed to information recipients (Yanuar, 2017).

The role of accounting as an information provider also acts as a stimulus regarding the problems that occur and the opportunity to control alternative actions and the consequences that will be received. Although accounting can play a role in analyzing alternative assessments, the level of stimulus also depends on the management capability of the company. Management can view accounting information as a tool to direct attention or focus communication to provide perspective with control, motivation, and emotional disclosure functions.



Budget Design Internal Communication Scheme

Source: Chen and Kamali (2014).

There is a formulation of a chart internal to budgeting, which displays how communication is directed. The communication chart illustrates that the behavioral aspect of budgeting is represented by the latent construct of 'interpersonal

relationships' which has a direct impact on internal communication during the budgeting process (Chen, et.al, 2014). The 'interpersonal relationship' construct is directly influenced by 1) participant characteristics, which include; education, experience, commitment, preference, and culture and 2) geographical distance. The study implicitly explains the existence of contingency theory that underlies how the behavioral aspects of 'interpersonal relationships' directly and indirectly influence the choice of communication methods taken in the budgeting communication process. The two roles of budgeting as; diagnostic and interactive (Abernethy, et.al 1999). The defining feature of interactive use of budgeting is the continuous exchange of information between top management and lower management, as well as interaction within the various levels of management across functions.

The direction of communication should be designed to flow either vertically or laterally). Every part of the communication process has the importance of information, so this communication process can provide uniqueness for certain changes when communication is taking place (Rifa'i, et.al 2013). So first make sure the credibility of the information source is how reliable, how strong, and how honest the information to be conveyed is, and pay attention to aspects of similarity between the giver and receiver both demographic and cognitive such as education level, age, gender, values / norms, beliefs, cultural attitudes, and so on (identification strategy). So if the company has received a signal or signal through the books presented, the company can consider all aspects that may affect the company's operations. The application of the above can be in the form of a press conference between the company and employees or a press release. Various decisions will basically trigger an attitude to respond or answer because attitude is a reaction regarding the tendency to act on the purpose of the object or idea of the situation at hand.

CONCLUSION

Behavioral accounting as a science that studies the relationship between accounting and human behavior has a contribution to the direction of decision making. This is based on accounting which acts as a provider and source of various corporate financial information whose concepts, principles and practices will influence managerial considerations in making decisions.

Budget is one of the managerial tools used to plan, control and ensure the achievement of entity goals. However, it cannot be denied that budgeting is a technical process that involves the role of individuals so that it allows dysfunctional behavior that is born from the opportunistic attitude of agents. The budgeting process is also often biased due to differences in individual justification processes.

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