INFORMAL BUDGETING PRACTICES AND BUSINESS OWNERS' PERCEPTIONS IN SMALL AGRO-INDUSTRIAL ENTERPRISES

Slamet Efendi[1*], Amin Silalahi[2], Hermawan Teguh Saputra[3]
[1,2,3] Universitas PGRI Argopuro (UNIPAR) Jember, Indonesia
e-mail: fendiarles023@email.com[1], aminsilalahi79@gmail.com[2], wa0n3.saputra@gmail.com[3]
**corresponding author*

Abstract

This study aims to analyze the existence of planned budgeting, budget management practices, and business owners' perceptions of budgeting at Tape Mayangsari, a small agro-industrial enterprise in Jember, Indonesia. Previous studies have predominantly focused on the relationship between financial management variables using quantitative approaches, while limited attention has been given to how budgeting is practically constructed and interpreted by small business owners in their daily activities. This study offers a contextual understanding by positioning budgeting as an adaptive managerial practice shaped by experience, perception, and business sustainability considerations. The findings reveal that budgeting remains informal, with no formal budget documents, no separation between business and personal finances, and financial decisions primarily based on experience and operational needs. This research employed a qualitative approach with a descriptive case study design. The study was conducted at Tape Mayangsari, involving two key informants, namely the business owner and co-owner. Data were collected through semi-structured interviews, direct observations, and document analysis. The data were analyzed through data reduction, organization, and interpretative analysis to identify recurring patterns related to budgeting practices and financial decision-making. The results indicate that budget management is predominantly oriented toward maintaining business continuity rather than implementing formal financial management principles. Business owners perceive budgeting as complex and less suitable for small enterprises; however, they demonstrate increasing awareness of the importance of budgeting for financial stability and long-term business sustainability. These findings highlight the need for simple, flexible, and context-based budgeting models tailored to the characteristics of small agro-industrial enterprises.

Keywords **:** *planned budgeting; budget management; business perception; financial management*

Abstrak

Penelitian ini bertujuan untuk menganalisis keberadaan perencanaan anggaran, praktik manajemen anggaran, dan persepsi pemilik usaha tentang anggaran di Tape Mayangsari, sebuah perusahaan agro-industri kecil di Jember, Indonesia. Studi-studi sebelumnya sebagian besar berfokus pada hubungan antara variabel manajemen keuangan menggunakan pendekatan kuantitatif, sementara perhatian terbatas telah diberikan pada bagaimana penganggaran secara praktis dibangun dan diinterpretasikan oleh pemilik usaha kecil dalam kegiatan sehari-hari mereka. Studi ini menawarkan pemahaman kontekstual dengan memposisikan penganggaran sebagai praktik manajerial adaptif yang dibentuk oleh pengalaman, persepsi, dan pertimbangan keberlanjutan bisnis. Temuan penelitian mengungkapkan bahwa penganggaran tetap informal, tanpa dokumen anggaran formal, tanpa pemisahan antara keuangan bisnis dan pribadi, serta keputusan keuangan yang sebagian besar didasarkan pada pengalaman dan kebutuhan operasional. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus deskriptif. Studi ini dilakukan di Tape Mayangsari, melibatkan dua informan kunci, yaitu pemilik usaha dan co-owner. Data dikumpulkan melalui wawancara semi-terstruktur, observasi langsung, dan analisis dokumen. Data dianalisis melalui reduksi data, organisasi, dan analisis interpretatif untuk mengidentifikasi pola berulang yang terkait dengan praktik penganggaran dan pengambilan keputusan keuangan. Hasilnya menunjukkan bahwa manajemen anggaran lebih berorientasi pada menjaga kelangsungan bisnis daripada menerapkan prinsip-prinsip manajemen keuangan formal. Para pemilik bisnis menganggap penganggaran sebagai hal yang kompleks dan kurang cocok untuk usaha kecil; namun, mereka menunjukkan kesadaran yang semakin meningkat akan pentingnya penganggaran untuk stabilitas keuangan dan keberlanjutan bisnis jangka panjang. Temuan ini menyoroti kebutuhan akan model anggaran yang sederhana, fleksibel, dan berbasis konteks yang disesuaikan dengan karakteristik usaha agro-industri kecil.

Kata kunci ***:*** *perencanaan anggaran; manajemen anggaran; persepsi bisnis; manajemen keuangan*

INTRODUCTION

Budget management in small businesses nowadays can no longer be viewed as an administrative activity limited to the preparation of expenditure plans and financial record-keeping alone (Aladejebi & Oladimeji, 2019). In micro and small enterprises, especially those engaged in the agro-industrial sector based on local food, budget management becomes an arena where economic rationality meets the empirical experience and business intuition of the entrepreneurs. Therefore, the quality of budget management is not only determined by the technical ability to prepare financial plans but also by how entrepreneurs interpret planning as an instrument to maintain stability, resilience, and sustainability of the business in the long term (Samiun et al., 2024). Studies show that a strong orientation toward financial planning can enhance the resilience of small businesses to changes in the economic environment and strengthen their ability to adapt to the ever-evolving uncertainties (Elbanna et al., 2025).

The current developing phenomenon shows that most Micro, Small, and Medium Enterprises, often abbreviated as MSMEs, still face various limitations in financial management practices, particularly in the aspects of planning and budgeting (Herawati & Simbolon, 2025). Many entrepreneurs run their business activities based on experience and estimates without being supported by a structured budgeting system. These conditions result in weak cost control, suboptimal cash flow management, and limited ability to predict capital needs and business risks. In the perspective of the Resource-Based View, the ability to manage financial resources effectively is a strategic asset that determines the competitiveness and sustainability of the company (Aisyah et al., 2022). Thus, planned budget management not only serves as an internal control tool but also becomes an organizational capability that enables SMEs to survive and thrive amidst increasingly complex competition.

The urgency of discussing budget management becomes even more pronounced when considering the position of MSMEs as one of the main pillars of the Indonesian economy. Data shows that MSMEs contribute more than 60 percent to the national Gross Domestic Product and absorb around 97 percent of the workforce, so the sustainability of this sector has direct implications for national economic stability (Luckyanayu & Valdiansyah, 2026). However, various surveys indicate that the financial planning and budgeting capabilities of MSME actors are still relatively low, especially in businesses that are managed traditionally (Sudarma & Wulandari, 2025). The low level of these abilities impacts weak financial decision-making, minimal business evaluation, and limited capacity to anticipate changes in raw material prices or fluctuations in market demand. Therefore, strengthening budget management practices becomes one of the important aspects in improving the quality of governance and the sustainability of MSMEs (Yanto et al., 2025).

On the other hand, agro-industrial businesses face a relatively high level of vulnerability due to fluctuations in raw material prices, demand instability, and increasing business competition (Tama et al., 2019). In such a situation, the ability to prepare a realistic budget and effectively control costs becomes an important factor in maintaining business continuity. Good budget management allows business operators to project capital needs, allocate production costs, manage cash flow, and make more measured business development decisions (S.E et al., 2025). Therefore, understanding budget management practices in small businesses not only provides an overview of the financial administrative aspects but also shows how economic strategies are built and maintained in the context of actual business operations (Nkwinika & Akinola, 2023).

This condition is also found in agro-industrial businesses based on local food, which have operational characteristics different from businesses in other sectors. UMKM Tape

Mayangsari, located in Tegalrejo Village, Mayang District, Jember Regency, is a family business engaged in the production of cassava tape, with production capacity influenced by fluctuations in raw material prices, changes in market demand, and limited working capital. Initial observations indicate that the business activities have been running sustainably, but it is not yet comprehensively known whether the business has a planned budget, how the budget management is conducted, and how the business actors perceive the importance of budgeting in supporting the continuity of the business. This condition becomes interesting to study because budget management practices in small businesses are not always reflected in formal documents, but are often manifested through practical experiences and economic decisions.

Various previous studies have focused on financial management and budgeting practices in SMEs. Zada et al., (2021) research found that financial management practices, including budget planning, working capital management, and financial reporting, significantly influence business performance by enhancing economic decision-making capabilities. Rahmah and Peter (2024) also showed that good financial recording and budgeting practices contribute to business growth and improve resource management effectiveness. Other research findings revealed that the ability to prepare budgets, control costs, and manage cash flows systematically is positively related to the performance improvement of SMEs and their ability to withstand economic pressures (Listanti et al., 2025). Additionally, the digitalization of financial management has proven to enhance transparency and decision-making efficiency, although its implementation still faces various challenges, especially in micro-enterprises managed conventionally (Jiang, 2024).

However, most research still focuses on testing the relationships between variables thru quantitative approaches, thus not providing much insight into how budgets are truly planned, implemented, and perceived by business actors in their daily practices. However, understanding these aspects is very important because financial management decisions in small businesses are often influenced by the experiences, habits, and socio-economic characteristics inherent to the business owners themselves.

Beyond explaining budgeting practices, this study is situated within the broader perspective of financial management sustainability. In small agro-industrial enterprises, financial management sustainability refers to the ability of business actors to maintain stable financial decision-making, preserve operational continuity, and adapt financial practices to changing business conditions over time. Sustainable financial management is therefore not solely reflected in the existence of formal budgeting systems but also in how entrepreneurs continuously allocate resources, manage expenditures, and make adaptive financial decisions that support long-term business viability. Accordingly, investigating informal budgeting practices and business owners' perceptions provides important insights into how financial management sustainability is developed and maintained within resource-constrained small enterprises. Accordingly, this study assumes that understanding informal budgeting practices offers valuable insights into the mechanisms through which small enterprises sustain financial stability, operational continuity, and adaptive decision-making despite the absence of formal budgeting systems.

Based on this description, this research starts from the argument that the existence of a planned budget, budget management practices, and business owners' perceptions are three interrelated dimensions in shaping the effectiveness of financial management in small businesses. These three dimensions cannot be understood separately because the success of financial management is not only determined by the presence or absence of budget documents but also by how business owners implement and interpret the budget's function in their daily business operations.

Based on this rationale, the present study argues that the existence of planned budgeting, budget management practices, and business owners' perceptions should be understood as interconnected dimensions that shape financial management sustainability in small agro-industrial enterprises. Rather than viewing budgeting merely as a technical financial procedure, this study positions it as an adaptive managerial practice through which entrepreneurs allocate resources, respond to operational uncertainties, and maintain business continuity over time. By examining these dimensions within the context of a family-based agro-industrial enterprise, this research provides contextual insights into how financial management sustainability is developed despite the absence of formal budgeting systems. Consequently, the study extends the existing literature by demonstrating that sustainable financial management in small enterprises is influenced not only by formal financial mechanisms but also by the practical experiences, perceptions, and adaptive decision-making of business owners. Therefore, this study aims to explore the existence of planned budgeting, budget management practices, and business owners' perceptions in a small agro-industrial enterprise and to explain how these dimensions contribute to financial management sustainability within the context of informal financial management.

METHOD

The study adopted a qualitative approach with a descriptive case study design to explore the phenomenon of planned budget management within a small agro-industrial enterprise. This design was selected because the study sought to understand budgeting not merely as a financial procedure but as a practical managerial process shaped by the experiences, perceptions, and decision-making patterns of business actors in their natural setting. Rather than measuring variables statistically, the research focused on describing how budget planning was formulated, implemented, and interpreted in everyday business activities. The case study design was considered appropriate because it enabled the researcher to investigate financial management practices comprehensively within a bounded and context-specific business environment, thereby generating a nuanced understanding of how small enterprises respond to financial challenges and operational uncertainties (Alam, 2020). The research was conducted at Tape Mayangsari, a family-owned cassava-based agro-industrial business located in Tegalrejo Village, Mayang District, Jember Regency, Indonesia. The main participants were the business owner and co-owner, who played central roles in financial planning, production management, procurement of raw materials, and operational decision-making.

Data collection was carried out through semi-structured interviews, direct observations, and document analysis to obtain a comprehensive understanding of budgeting practices from both behavioral and operational perspectives. Interviews were conducted to explore participants' experiences and perceptions regarding financial planning, budget allocation, and the challenges they encountered in managing business finances. Observations allowed the researcher to examine actual financial practices and daily business activities, while documentary evidence, including cash records, transaction notes, and other administrative documents, was used to validate and enrich the empirical findings. The integration of these techniques enabled the researcher to capture the complexity of budget management as it occurs in a real business setting and to understand how financial decisions are embedded within everyday entrepreneurial practices (Aguas, 2022).

The collected data were analyzed iteratively through data reduction, data organization, and interpretative analysis to identify recurring themes and establish meaningful relationships among the findings. The researcher continuously compared information obtained from interviews, observations, and documentary sources to ensure consistency and

to develop a holistic understanding of the phenomenon under investigation. This analytical process facilitated the identification of three central dimensions of the study: the existence of planned budgeting, the actual practices of budget management, and the perceptions of business actors toward the role of budgeting in sustaining business operations. Through this approach, the study was able to provide an empirically grounded explanation of how financial planning is practiced and perceived within a small agro-industrial enterprise operating under resource limitations and fluctuating market conditions (Stanley, 2023).

RESULT AND DISCUSSION

Based on data obtained from interviews, observations, and documentation that were then analyzed in a structured manner, this research found several important points of discovery. These findings are then presented comprehensively in the table below, followed by several discussions that will be analyzed elaboratively in accordance with some of the findings.

Table 1. Research Findings on Planned Budget Management at Tape Mayangsari Small Enterprise

No.	Research Focus	Findings Indicators	Research Findings	Data Sources
1	**Planned Budget Management Practices**	Working capital management	Working capital is allocated primarily for purchasing cassava as the main raw material, supporting materials, labor wages, and other operational expenses according to available cash flow.	Interview with Siti Mayangsari; Observation
		Separation of finances	Business and personal finances are not separated. Household and business expenses are managed using the same financial resources.	Interview with Ahmad Fauzi; Observation
		Decision-making process	Decisions regarding production volume, raw material purchases, and expenditures are based on intuition and business experience rather than financial projections or formal budgeting.	Interview with Siti Mayangsari
		Financial performance evaluation	Financial performance is evaluated informally by assessing the remaining cash after fulfilling business and household needs.	Interview with Siti Mayangsari
2	**Business Owners' Perceptions of Planned Budget Management**	Understanding of budgeting	Business owners have a limited understanding of budgeting and perceive formal budgeting systems as complicated and more suitable for larger enterprises.	Interview with Siti Mayangsari; Interview with Ahmad Fauzi

No.	Research Focus	Findings Indicators	Research Findings	Data Sources
		Barriers to implementation	Major barriers include limited financial knowledge, time constraints, workload, and the perception that formal budgeting reduces business flexibility.	Interview with Siti Mayangsari; Interview with Ahmad Fauzi
		Attitudes toward improvement	The business owners demonstrate openness and willingness to learn more effective budgeting practices if practical guidance and assistance are provided.	Interview with Siti Mayangsari; Interview with Ahmad Fauzi

a. Informal Budgeting Practices and Financial Planning Dynamics in Small Agro-Industrial Enterprises

Research findings indicate that budget management practices at UMKM Tape Mayangsari are conducted informally and are oriented toward the sustainability of business operations. Working capital is primarily used to meet the needs for purchasing raw materials, auxiliary materials, labor costs, and other operational costs directly related to the tape production process. However, this management is not supported by systematic financial recording or detailed cost planning.

One of the important findings in this study is the lack of separation between business finances and personal finances. The income obtained from sales is used simultaneously to meet both production needs and household needs. Mr. Ahmad Fauzi explained:

> "The business money is family money, Sir. There is no separation." "If we need it for household expenses, we take it from the sales proceeds; if we need production capital, we take it from the available funds." (Fauzi, Interview, May 25, 2026).

This condition causes business operators to have difficulty in accurately determining the amount of working capital used and the net profit obtained from the business. In addition, decision-making related to production, raw material purchases, and other expenses is largely based on intuition and experience gained during the course of running the business. Mrs. Siti revealed:

> "I already know the pattern, Sir. When it's close to Eid or major events, there are definitely a lot of orders, so I increase production." (Mayangsari, Interview, May 26, 2026).

Another finding shows that the business operators do not calculate the production cost per kilogram of tape produced in detail. The main consideration used is to ensure that the selling price is higher than the costs incurred. This is evident from the following statement: "I never calculate how much it costs to make 1 kg of tape, Sir. The important thing is that the selling price is higher than the capital spent, and that's already profit." (Mayangsari, interview, May 26, 2026).

Financial performance evaluation is also conducted informally. Business operators assess the success of their ventures based on the amount of money left over after meeting production and household needs. As conveyed by the informant: "If at the end of the month there is still a decent amount of money left, it means this month is good. If it's just enough or even less, it means this month is bad." (Mayangsari, interview, May 26, 2026).

The pattern shows that financial management in small businesses is not always

based on formal financial management principles, but rather develops through experience, adjustments to business conditions, and the ability of entrepreneurs to maintain the smoothness of production activities (Mu'as, 2024). In this context, business continuity becomes the main priority, so budget management is more operational than strategic.

The findings indicate that the budget management practices at UMKM Tape Mayangsari reflect the common characteristics of micro-enterprises, which have limitations in the formal application of financial management functions (Putri et al., 2025). The absence of systematic record-keeping and detailed cost planning indicates that financial management still focuses on the ability to meet short-term needs rather than building a long-term financial control system. This situation is understandable because family-based micro-enterprises generally face resource limitations, both in terms of capital, managerial competence, and access to financial literacy. Therefore, financial decisions are more influenced by practical experience and knowledge passed down thru generations rather than the application of formal financial management techniques (Arima et al., 2023).

One of the prominent findings is the lack of separation between business finances and personal finances. The income obtained from business activities is used simultaneously to meet production needs and household needs. This condition shows that the boundary between economic activities and family needs in micro-enterprises is often fluid, making it difficult to identify the business cash flow separately (Prijadi et al., 2020). As a result, business operators face difficulties in determining the actual amount of working capital used and accurately calculating business profits. This finding shows that the issue of budget management in small businesses is not only related to the technical aspects of recording but is also influenced by social characteristics and family business management patterns that are ingrained in the daily lives of the entrepreneurs (Wulandari, 2025).

The results of this study are in line with the research, which found that the majority of micro-enterprises in developing countries have not yet implemented financial separation between business and household, leading to weak cash flow control and difficulties in objectively evaluating business performance (Muliansyah et al., 2026). Another study conducted by Sulistiyowati et al., (2023) also shows that the mixing of personal and business finances is one of the main obstacles in strengthening the financial management of MSMEs because it reduces the entrepreneurs' ability to conduct financial evaluations and develop business growth plans in a more measurable way.[3] Thus, the condition found in UMKM Tape Mayangsari cannot be viewed as an isolated case, but rather as a phenomenon commonly encountered in micro-enterprises that are still at the stage of traditional management.

Another finding that needs attention is the lack of detailed production cost calculations and systematic financial performance evaluations. Business operators only use a simple indicator in the form of the difference between income and expenses to assess whether the business is making a profit or a loss. This type of evaluation pattern shows that business success is more understood in terms of the ability to meet daily economic needs rather than achieving measurable financial targets (Paramita & Subur, 2025). These conditions illustrate that the primary orientation of micro-enterprises is to maintain business continuity rather than maximizing profit through complex financial strategies (Fabeil et al., 2020).

The important meaning that can be understood from this finding is that budget management in small businesses needs to be placed in a social and economic context that

aligns with the characteristics of the business operators. The implementation of an overly complex budgeting system has the potential to be difficult to apply if it does not take into account the business management patterns that have developed over time. On the contrary, strengthening budget management can start with simpler steps, such as separating business and personal finances, regularly recording cash flows, and preparing production cost estimates that are easy to understand and implement. Thus, budget management is not only viewed as an administrative instrument but also as a learning process that enables entrepreneurs to build financial independence and gradually enhance the sustainability of their business.

b. Transformation of Business Actors' Perceptions toward Budget Management in Agro-Industry-Based MSMEs

The research results show that business actors' understanding of the budgeting concept is still limited. The budget is perceived as a complicated recording activity and more suitable for large-scale businesses. Therefore, business operators do not yet view the preparation of a formal budget as an urgent need as long as the business can continue to operate well using the methods that have been employed so far.

In addition to limited understanding, there are time and energy constraints that are the reasons for not yet implementing a formal budgeting system. Business actors feel that production and marketing activities have consumed most of their time, so preparing a budget is considered to add to their workload. This was expressed by Mrs. Siti as follows: "I'm already tired, Sir, managing production, buying and selling materials." If I have to make a budget again, when will I have time to rest? "Besides, I'm not used to complicated things." (Mayangsari, interview, May 27, 2026).

From a psychological perspective, business operators also believe that a too formal budgeting system can reduce flexibility in making business decisions. Mr. Ahmad Fauzi stated: "If there is already a budget, it becomes restrictive, Sir. For example, if there is an opportunity to buy cassava cheaply but it is not in the budget, then we can't buy it." "It's better to be flexible like now." (Fauzi, interview, May 27, 2026).

Nevertheless, the research found that both informants had an increasingly positive perception of the importance of budget management. They realize that better financial management can help improve business stability and facilitate decision-making. Mrs. Siti stated: "If it can really help our business improve, I want to learn, Sir. As long as the method isn't too complicated and there's someone to guide me." "I want this business to grow and have more stable finances." (Mayangsari, interview, May 18, 2026).

This statement is reinforced by Mr. Ahmad Fauzi who said: "Yes, Sir. If there are practical training or mentoring sessions, we would like to participate. Especially if it can help us manage our finances better and not be confused about money anymore." (Fauzi, interview, May 18, 2026).

These findings indicate that the acceptance of budgeting practices is not only determined by the technical abilities of business actors but is also influenced by how they interpret the function of budgeting in daily business activities (Jalali Aliabadi et al., 2019). When the budget is perceived as something complex and requiring special skills, the tendency to implement it becomes lower, even though business actors recognize the importance of financial management for the sustainability of the business.

This condition shows that the aspect of perception plays a very important role in shaping financial management behavior in SMEs. From the perspective of behavioral finance, economic decisions are not solely based on rational considerations, but are also influenced by experience, beliefs, risk perception, and the individual's level of understanding of a financial practice (Maida et al., 2026). Therefore, the rejection of the

formal budgeting system found in this study cannot be understood as a form of indifference toward financial management, but rather as a consequence of the perception that the system is considered complicated, time-consuming, and not yet aligned with the characteristics of the business they run. Such perceptions are commonly found in micro-enterprises managed traditionally, especially when entrepreneurs rely more on practical experience rather than managerial knowledge obtained through formal education or training (Feny et al., 2025).

The findings of this study align with the research results, which indicate that the low implementation of formal budgeting in micro-enterprises is more influenced by the perception of the complexity of the financial system than by capital limitations themselves (Mittal & Raman, 2021). The study explains that many small business operators view budgeting as an activity that requires complex accounting skills, leading them to prefer using simple and easily understandable management methods. Similar results were also found by Pasha (2022), who stated that the perception of the complexity of financial record-keeping is one of the factors causing MSME actors in Indonesia to not yet implement a structured financial management system. Thus, the perception developed among Tape Mayangsari business actors reflects the conditions experienced by many other MSMEs, especially those still based on family businesses and managed traditionally.

In addition to being influenced by limited understanding, the perceptions of business actors are also shaped by practical considerations regarding the use of time and energy. Production activities, procurement of raw materials, and marketing carried out directly by the business owner cause budget preparation to be seen as an additional task that can reduce work efficiency. This condition indicates that the decision not to implement a formal budgeting system is more based on the effort to maintain operational effectiveness rather than neglecting the importance of financial management (Nuryani et al., 2025). In the context of small businesses, business owners often perform various functions simultaneously, so the main priority is directed toward activities directly related to the production and sales processes (Oneshko, 2022).

However, this study also found a fairly positive change in perception regarding the importance of budget management. Business actors are beginning to realize that better financial management can help improve business stability, facilitate decision-making, and provide clearer direction in future business development. This awareness shows that entrepreneurs' perceptions of budgeting are dynamic and can evolve along with the increasing needs of the business and the experience they gain (Kihn, 2023). In other words, resistance to formal budgeting is not a permanent rejection, but rather a form of caution in adopting a new system that is considered not yet suitable for the existing business conditions (Ruhliandini et al., 2026).

From several discourses, it can be understood that strengthening budget management in MSMEs needs to begin with a change in the business actors' perspective on the function of the budget itself. The budget should not be positioned as a complicated administrative instrument, but rather as a tool that facilitates decision-making and maintains business sustainability. Therefore, efforts to enhance financial management capacity in small businesses should be carried out through practical mentoring, the development of simple budgeting models, and training tailored to the characteristics of micro-enterprises. This approach will make it more feasible for business operators to accept and implement budget management gradually without losing the flexibility that has been their main strength in running their business.

CONCLUSION

This study concludes that budgeting practices in Tape Mayangsari remain predominantly informal, with financial decisions being guided by business experience, operational priorities, and adaptive responses rather than formal budgeting systems. The absence of a clear separation between business and personal finances, together with simple financial recording practices, reflects the characteristics of family-based micro-enterprises where flexibility and business continuity are prioritized over standardized financial management procedures. Nevertheless, the findings reveal that business owners have begun to recognize the importance of budgeting in supporting financial stability and long-term business development, indicating a positive shift in their perceptions toward more structured financial management. These findings provide important insights into financial management sustainability by demonstrating that the sustainability of financial management in small agro-industrial enterprises is shaped not only by formal budgeting mechanisms but also by entrepreneurs' adaptive decision-making, practical experience, and willingness to improve their financial practices. However, because this study was conducted within a single family-owned agro-industrial enterprise, its findings cannot be generalized to all MSMEs. Therefore, future studies are encouraged to investigate diverse business sectors and organizational contexts to develop broader and more context-sensitive models of sustainable financial management for small enterprises.

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