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THE INFLUENCE OF THE IMPLEMENTATION OF MUHAMMADIYAH VALUES ON THE FINANCIAL MANAGEMENT PERFORMANCE OF A CAFETERIA OPERATING AT PKU MUHAMMADIYAH GOMBONG

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ABSTRACT

This study aims to examine the influence of the implementation of Muhammadiyah values on the financial management performance of a cafeteria operating at PKU (Pembina Kesejahteraan Umat) Muhammadiyah Gombong. The cafeteria operates as a tenant within the PKU Muhammadiyah Gombong environment and is not formally classified as a Muhammadiyah Charitable Enterprise (Amal Usaha Muhammadiyah/AUM). This study employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to 60 respondents who were directly involved in financial management activities. Data were analyzed using validity and reliability tests, classical assumption tests—including normality and Glejser heteroscedasticity tests—and simple linear regression analysis with the assistance of SPSS statistical software. The results indicate that the implementation of Muhammadiyah values has a positive and significant effect on financial management performance, with a significance value of 0.000 (< 0.05) and a regression coefficient of 0.672. The coefficient of determination (R^2) is 0.54, indicating that Muhammadiyah values explain 54% of the variation in financial management performance. These findings suggest that values such as amanah (trustworthiness), transparency, accountability, professionalism, and sincerity contribute substantially to improving financial management practices. This study concludes that the implementation of Muhammadiyah values can serve as an effective strategy for strengthening transparent, accountable, and sustainable financial management in business units operating within Muhammadiyah institutions, particularly cafeterias functioning as tenants in the PKU Muhammadiyah Gombong environment. AI Declaration: Artificial Intelligence (AI) tools were used solely for language editing and translation support during the preparation of this manuscript. The authors remain fully responsible for the originality, accuracy, interpretation, and integrity of the research content.

Keywords: *Muhammadiyah values, financial management performance, cafeteria, accountability, transparency, PKU Muhammadiyah Gombong.*

INTRODUCTION

PKU (*Pembina Kesejahteraan Umat*) Muhammadiyah Gombong is a healthcare institution that supports its operations through several business units, including a cafeteria operated by a tenant within the hospital environment. Although the cafeteria is not formally categorized as a Muhammadiyah Charitable Enterprise (*Amal Usaha Muhammadiyah*/AUM), it is expected to uphold Muhammadiyah values, particularly in financial management practices. Effective financial management is essential to ensure business sustainability, accountability, operational efficiency, and stakeholder trust.

Financial management encompasses planning, implementation, control, and reporting of financial activities in a transparent and accountable manner. Studies have shown that sound financial governance improves organizational performance, supports sustainability, and enhances stakeholder confidence (Mardiasmo, 2018; Brigham & Ehrhardt, 2022; Horngren et al., 2021). Within Muhammadiyah institutions, financial management is guided not only by technical competence but also by Islamic values such as *amanah* (trustworthiness), sincerity, transparency, accountability, professionalism, and social responsibility. These values encourage responsible financial behavior and strengthen organizational governance (Antonio, 2021; Hassan & Lewis, 2020).

Previous research indicates that ethical and religious values positively influence financial management quality, accountability, transparency, and organizational performance (Sari & Fauzi, 2020; Rahmawati et al., 2022; Abdullah et al., 2021). However, many small business units still face challenges such as inadequate financial recording systems, limited managerial competence, and weak internal controls, resulting in inconsistent implementation of accountability principles (Hidayat & Nurhayati, 2019; OECD, 2023). The cafeteria at PKU Muhammadiyah Gombong faces similar challenges, where financial management performance may be influenced by the implementation of Muhammadiyah values. However, research on value-based financial management in supporting business units such as cafeterias remains limited. Therefore, this study examines the influence of Muhammadiyah values on the financial management performance of the cafeteria at PKU Muhammadiyah Gombong and provides insights for strengthening transparent, accountable, and sustainable financial practices.

LITERATURE REVIEW

Muhammadiyah Values

Muhammadiyah values are organizational principles derived from Islamic teachings that guide ethical behavior and decision-making within Muhammadiyah institutions. These values include *ikhlas* (sincerity), *amanah* (trustworthiness), transparency, accountability, and professionalism. Although the cafeteria examined in this study operates as a tenant within PKU Muhammadiyah Gombong rather than as a formal AUM, its business activities are conducted within a Muhammadiyah institutional environment. Consequently, the implementation of Muhammadiyah values is expected to influence managerial behavior, particularly in financial management practices.

Sincerity (*ikhlas*) encourages individuals to perform their duties as a form of worship without prioritizing personal gain. Trustworthiness (*amanah*) emphasizes responsibility in managing financial resources honestly and carefully. Transparency and accountability require financial information to be disclosed openly and to be accountable to relevant stakeholders, thereby strengthening organizational trust. Professionalism reflects the ability to perform tasks competently while adhering to established policies, procedures, and ethical standards.

Previous studies have shown that the implementation of Islamic values contributes positively to organizational governance and financial performance. (Rahmawati et al., 2022) reported that organizations implementing Islamic governance principles demonstrate higher levels of accountability, transparency, and managerial effectiveness. Likewise, (Abdullah & Aziz, 2022) found that value-based organizational management strengthens financial governance and supports organizational sustainability. These findings indicate that Muhammadiyah values provide an important ethical foundation for improving financial management practices in organizations operating within Muhammadiyah institutional environments.

Financial Management Performance

Financial management performance refers to an organization's ability to manage financial resources effectively, efficiently, transparently, and accountably in achieving organizational objectives. Effective financial management ensures that financial resources are properly planned, utilized, monitored, and reported while supporting organizational sustainability and stakeholder confidence.

According to (Mardiasmo, 2018), financial management performance can be evaluated through several dimensions, including accountability, transparency, efficiency, and effectiveness in financial resource management. In the context of business units operating within institutional environments, sound financial management also reflects compliance with organizational policies and ethical standards.

The indicators of financial management performance used in this study consist of:
1. Budget planning;
2. Budget implementation;
3. Financial control;
4. Financial reporting; and
5. Efficiency in fund utilization.

(Putri & Handayani, 2021) concluded that transparency and accountability significantly improve financial management performance by enhancing the quality of financial reporting and strengthening stakeholder trust. Similarly, (Alzoubi, 2023) emphasized that accountable financial governance contributes to better organizational performance through improved financial decision-making and internal control.

The Relationship between Muhammadiyah Values and Financial Management Performance

From the perspectives of organizational behavior and Islamic governance, Muhammadiyah values such as *amanah* (trustworthiness), transparency, accountability, professionalism, and *ikhlas* (sincerity) encourage ethical and disciplined financial management practices. These values promote responsible financial planning, recording, control, and reporting, thereby strengthening accountability, reducing misconduct, and improving organizational performance. Previous studies have shown that ethical and religious values positively influence financial management quality through enhanced transparency and accountability (Sari & Fauzi, 2020; Rahmawati et al., 2022). In the context of the cafeteria at PKU Muhammadiyah Gombong, the implementation of Muhammadiyah values is expected to improve financial management performance. Therefore, the following hypothesis is proposed:

H1: The implementation of Muhammadiyah values has a positive and significant effect on the financial management performance of the cafeteria operating at PKU Muhammadiyah Gombong.

METHODS

1. Research Design

This study employed a quantitative approach using an associative research design to examine the effect of Muhammadiyah values on financial management performance. A quantitative approach was selected because the study aimed to test the proposed hypothesis through statistical analysis based on empirical data collected from respondents. The associative research design was considered appropriate for identifying the relationship between the independent variable (Muhammadiyah values) and the dependent variable (financial management performance).

2. Research Site and Period

This study was conducted at a tenant-operated cafeteria within PKU Muhammadiyah Gombong, Central Java, Indonesia. Although not formally classified as a AUM, the cafeteria operates within a Muhammadiyah environment where its values are expected to guide managerial practices. Data were collected in 2026 after obtaining permission from management, and participation was voluntary with confidentiality assured.

3. Population and Sample

The population consisted of all personnel directly involved in financial management activities at the cafeteria operating within PKU Muhammadiyah Gombong. These personnel included cashiers, financial administration staff, operational supervisors, and internal control staff.

A purposive sampling technique was employed using the following criteria:

a. Direct involvement in financial management activities;
b. A minimum of one year of working experience;
c. Adequate understanding of financial recording and reporting procedures; and
d. Willingness to participate voluntarily as respondents.

Based on these criteria, 60 respondents were selected as the research sample.

4. Data Types and Sources

This study utilized both primary and secondary data. Primary data were collected directly from respondents through structured questionnaires.

Secondary data were obtained from financial documents, organizational records, relevant institutional documents, and previous studies related to financial management and Muhammadiyah values.

5. Data Collection Techniques

Data were collected using the following techniques:

a. Questionnaire, employing a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5);
b. Documentation, including financial reports and organizational documents to support the research findings.

6. Data Analysis Techniques

Data were analyzed using SPSS. Instrument validity was assessed using item-total correlation, with items considered valid when the calculated correlation coefficient exceeded the critical value. Reliability was evaluated using Cronbach's Alpha, with values above 0.70 indicating acceptable reliability. Prior to regression analysis, classical assumption tests, including normality and heteroscedasticity (Glejser test), were conducted. A significance value greater than 0.05 indicated the absence of heteroscedasticity. Simple linear regression analysis was used to examine the effect of Muhammadiyah values on financial management performance using the equation Y = a + bX, where Y represents financial management performance, X represents Muhammadiyah values, a is the constant, and b is the regression coefficient. The t-test was conducted to examine the significance of the effect of Muhammadiyah values on financial management performance. The hypothesis is supported when the significance value is below 0.05 ($p < 0.05$).

7. Research Model

The conceptual framework of this study illustrates the direct relationship between the independent variable (Muhammadiyah Values) and the dependent variable (Financial Management Performance).

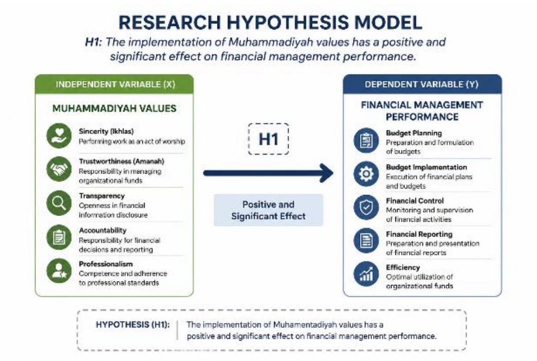

Figure 1. Research Model

RESULTS

1. Respondent Profile

A total of 60 respondents participated in this study. All respondents were directly involved in financial management activities at the cafeteria operating within PKU Muhammadiyah Gombong. The respondents consisted of cashiers, financial administration staff, operational supervisors, and internal control staff.

Based on their years of service, the respondents represented various levels of work experience, enabling them to provide reliable information regarding the implementation of Muhammadiyah values and financial management practices. Most respondents had sufficient educational backgrounds and professional experience to understand financial planning, recording, controlling, and reporting procedures implemented within the cafeteria.

Table 1. Respondent Characteristics

Position	Frequency	Percentage
Cashier	18	30.0
Financial Administration	15	25.0
Operational Supervisor	12	20.0
Internal Control Staff	15	25.0

2. Data Quality Testing

The validity test indicated that all questionnaire items had correlation coefficients (r-count) greater than the critical value (r-table = 0.254). Therefore, all questionnaire items were considered valid and appropriate for further statistical analysis.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Muhammadiyah Values (X)	0.891	Reliable
Financial Management Performance (Y)	0.873	Reliable

Both variables produced Cronbach's Alpha values greater than 0.70, indicating that the research instruments possessed satisfactory internal consistency and reliability.

3. Simple Linear Regression Analysis

The results of the simple linear regression analysis are presented in Table 3.

Table 3. Simple Linear Regression Results

Variable	Coefficient	t-value	Sig.
Constant	9.845	-	-
Muhammadiyah Values	0.672	8.214	0.000

Regression Equation

Y=9.845+0.672X

Y = 9.845 + 0.672XY=9.845+0.672X

The regression equation indicates that the constant value (9.845) represents the estimated financial management performance when Muhammadiyah values are assumed to be constant. The regression coefficient (0.672) demonstrates that each one-unit increase in Muhammadiyah values is associated with an increase of 0.672 units in financial management performance.

These findings indicate a positive relationship between the implementation of Muhammadiyah values and the financial management performance of the cafeteria operating at PKU Muhammadiyah Gombong.

4. Hypothesis Testing

Hypothesis testing was conducted using the t-test to determine the significance of the effect of Muhammadiyah values on financial management performance.

The analysis produced the following results:

a. Significance value = 0.000, which is less than 0.05;
b. Calculated t-value = 8.214, exceeding the critical t-value.

Accordingly, H1 is accepted.

H1: The implementation of Muhammadiyah values has a positive and significant effect on the financial management performance of the cafeteria operating at PKU Muhammadiyah Gombong.

These findings indicate that stronger implementation of Muhammadiyah values—including amanah, transparency, accountability, professionalism, and sincerity—is associated with improved financial management performance in the cafeteria operating within the PKU Muhammadiyah Gombong environment.

DISCUSSION

The findings of this study demonstrate that the implementation of Muhammadiyah values has a positive and significant effect on the financial management performance of the cafeteria operating at PKU Muhammadiyah Gombong. The regression results indicate that stronger implementation of Muhammadiyah values is associated with better financial management practices. These findings confirm that ethical and religious values are not merely normative principles but also function as practical guidelines that strengthen organizational financial governance.

Among the Muhammadiyah values examined, *amanah* (trustworthiness) plays a central role in encouraging employees to manage financial resources responsibly. Employees who internalize this value tend to perform financial planning, recording, and reporting with greater honesty, discipline, and accountability. This finding supports the view that ethical responsibility is fundamental to effective financial governance within organizations operating in Islamic institutional environments.

Transparency and accountability also contribute significantly to improving financial management performance. Transparent financial reporting enables management to monitor financial activities more effectively while increasing stakeholders' confidence in the integrity of financial information. These findings are consistent with (Mardiasmo, 2018), who emphasized that transparency and accountability are essential principles of sound financial management, and with (Alzoubi, 2023), who found that accountable financial governance enhances organizational performance.

Professionalism further strengthens financial management by encouraging employees to perform their duties according to established procedures and organizational standards. Competent financial personnel are better able to prepare budgets, control expenditures, minimize financial errors, and allocate resources efficiently. Consequently, professionalism complements ethical values in improving financial management quality.

In the context of the cafeteria operating at PKU Muhammadiyah Gombong, the findings indicate that although the cafeteria operates as a tenant rather than as a formal AUM, the implementation of Muhammadiyah values remains relevant because its business activities are conducted within a Muhammadiyah institutional environment. Internalizing values such as amanah, transparency, accountability, professionalism, and *ikhlas* (sincerity) contributes to more disciplined financial management and supports the sustainability of the cafeteria's operations.

The results are consistent with previous studies reporting that Islamic values, organizational ethics, and Islamic governance positively influence financial management and organizational performance (Abdullah & Aziz, 2022; Muneeza & Mustapha, 2022; Sarea & Hanefah, 2021). Therefore, integrating Muhammadiyah values into financial management practices can serve as an effective strategy for strengthening transparent, accountable, and sustainable financial governance in business units operating within Muhammadiyah institutional environments.

CONCLUSION

This study concludes that Muhammadiyah values have a positive and significant effect on the financial management performance of the cafeteria at PKU Muhammadiyah Gombong. Values such as amanah, transparency, accountability, professionalism, and ikhlas support responsible financial planning, control, and reporting. The findings indicate that value-based financial management can be applied not only in formal Muhammadiyah organizations but also in supporting business units. Practically, management is encouraged to strengthen these values through training, supervision, and transparent financial procedures. Future studies may explore other factors, such as internal control, organizational culture, leadership, and accounting systems.

LIMITATIONS

This study has several limitations. First, it was conducted in only one cafeteria within PKU Muhammadiyah Gombong, limiting the generalizability of the findings. Second, questionnaire-based data may be affected by social desirability bias, as the study involved ethical values such as *amanah*, transparency, and accountability. Third, the study examined only Muhammadiyah values, while other factors such as internal control, employee competence, leadership, and governance may also influence financial management performance. Fourth, the cross-sectional design limits the ability to observe changes over time. Future research is encouraged to use broader samples, longitudinal designs, and combine survey data with objective financial indicators. Despite these limitations, this study provides empirical evidence on the role of Muhammadiyah values in improving financial management performance.

AI DECLARATION

Artificial Intelligence (AI) tools were used solely for language editing and translation support during the preparation of this manuscript. The authors remain fully responsible for the originality, accuracy, interpretation, analysis, and integrity of all research content presented in this article.

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