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DEBT REFINANCING DECISION MAKING: A PHENOMENOLOGICAL STUDY IN A NOT-FOR-PROFIT ORGANIZATION

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ABSTRACT

This study aims to explore the meaning of the experience of debt refinancing decision-makers in financial distress. The research is conducted using a qualitative design by employing an interpretive phenomenological approach. Data is collected by in-depth interviews with three executives involve in debt refinancing decision making. The results of the interview were analyzed using the Interpretative Phenomenological Analysis method. The results of this study indicate that positive attitudes, subjective norms, perceived behavioral control, and religiosity perceived by informants are factors that motivate informants in making debt refinancing decisions. In interpreting their experiences, informants felt positive emotions in the form of feeling happy and proud that the decision could be a solution to overcome the financial distress experienced by the foundation that they managed.

KEY WORDS

Debt refinancing, financial distress, decision making.

The term debt refinancing may not be too familiar among the general public, but in financial management, this action is often used as a strategy in debt management. Simply put debt refinancing is a way to pay off the debt by creating new debt. This method is considered to be able to relieve debtors who experience financial distress in paying off their debts even though it seems like the phrase "dig a hole close the hole" (Soelistianingsih, 2019). If debt refinancing is well planned and debtors can use new loans wisely, then this step can help save financial conditions. In general, debtors choose to do debt refinancing to get additional funding with better terms and conditions. If not planned carefully, debt refinancing can push debtors into financial difficulties that are increasingly serious and can even lead to bankruptcy. Hema & Manokaran (2013) states that debt refinancing is an attractive option in the short term and is a temporary recovery method to regain the stability of the company's liquidity. The trade-off between the benefits and risks arising from debt refinancing causes the need for analysis and appropriate strategies to minimize the risk of debt refinancing.

Debt refinancing decision-making experience has been experienced by one of the nonprofit organizations in the form of a Foundation in Bali which is engaged in organizing Private Higher Education (PTS), then in this study disguised as Foundation A., The debt refinancing decision was taken with the hope that the foundation would be able to overcome financial distress. Financial distress experienced by Foundation A was mainly caused by a large amount of debt held. The debts were obtained from four creditors, which required the foundation's management to communicate and negotiate with many parties. A large amount of debt is one of the factors causing debtors to experience financial distress (Damodaran, 1997). A large amount of debt if not followed by the debtor's ability to pay can lead to default.

The ability of debtors to pay all their obligations, both short term and long term, can be measured by leverage ratio. This ratio can also show the extent to which the foundation is financed by debt (Kasmir, 2016). Analysis of the leverage ratio of Foundation A from 2015 - 2017 shows an increase in funding sources from debt every year. In 2015 the leverage ratio of Foundation A was 150 percent, in 2016 it increased to 175 percent, and in 2017 it increased again to 201 percent. The financial leverage ratio shows that the foundation uses more funding through debt from outside parties. For the record, the increase in the leverage

ratio of Foundation A in 2017 was one of which was triggered due to a debt refinancing decision. The foundation's debt from four creditors was replaced (refinanced) by creating new debt to one creditor. This decision caused an increase in debt but the number of creditors decreased. The higher the leverage ratio, the higher the foundation's assets financed with debt, and the higher the risk of default that the foundation will face (Brigham, 2001). A high leverage ratio can push debtors into situations of financial difficulty. This is in line with the findings of Kristanti et al. (2016), Thim et al. (2011), Alifiah (2014), Vătavu (2015), Rohmadini et al. (2018) and Alifiah (2014) and Moch et al. (2019) who found that leverage ratios affect financial distress. The research findings indicate that the greater the funding through debt, the risk of companies experiencing financial distress will be higher as well.

The experience of the managers of Foundation A in making debt refinancing decisions in financial distress is very interesting and important to study academically. The study of the event's experience centers on how the decision-maker interprets his actions and under what conditions or situations the decision is made. Debt refinancing decisions are high-risk decisions and cause a trade-off between the benefits and risks of the action. The main principle risk is the non-fulfillment of obligations when due (technical insolvency). A study concluded that if debt refinancing is done repeatedly it can lead to bankruptcy (Hema & Manokaran, 2013).

This study adopts the Theory of Planned Behavior as a basis for understanding the meaning behind the experience of decision-makers in making debt refinancing decisions. The main concepts in the Theory of Planned Behavior are considered appropriate to be used in describing the intentions or reasons behind the debt refinancing decision taken by the manager of the Foundation A. Behavioral intentions are motivational factors that indicate how strong a person's desire to perform a behavior (Ajzen, 1991). The basic concept in the Theory of Planned Behavior states that a person's intention to behave will be determined by three factors, namely attitude towards the behavior, subjective norm, and perceived behavioral control (Ajzen, 1985). Attitude towards the behavior means that behavior is based on an individual's belief in it and an evaluation of the outcome of the decision making. Subjective norms are beliefs about the normative expectations of others (referents) around them who influence in making these decisions. Perceived behavioral control means one's beliefs about the existence of things that support or hinder the decision making and how strong it can support or hinder the decision-makers (power of control factor). With the thoughts contained in it, the Theory of Planned Behavior is seen as an appropriate theory to gain an understanding of the meaning of debt refinancing decision-makers at Foundation A.

Previous studies with the theme of refinancing have been conducted by several researchers including (1) Elgonemy (2002) analyzing alternative debt financing with refinancing and restructuring in the lodging industry, (2) Forte & Peña (2011), analyzing the effect of refinancing on credit rating and credit spread, (3) Harford et al. (2011) and Chala (2019) analyze the effect of refinancing risk on determinants of cash holdings and debt maturity, (4) Keys et al. (2016), analyzing refinancing failures in mortgage loans and (5) Dudley & Yin (2018) analyzing changes in debt structure in refinancing positions. Exploration of references in the various journals shows that a specific and in-depth study of debt refinancing decision making in terms of the meaning of the experience of decision-makers has not been found. Debt refinancing decision-making studies are still very rarely found. This research is intended to fill these gaps, through a specific and in-depth study with a focus on efforts to explore and interpret the meaning of event actors who have experience in debt refinancing decision making in a non-profit organization. This study has urgency and can contribute to behavioral aspects in making financial decisions. In an organization, financial decision making such as debt refinancing is generally a collective decision, so it requires joint agreement among decision-makers (Stokman, 2013). Shared experience is very likely to be interpreted differently by each individual. The preferences of the parties involved are very likely to be inseparable from the perceptions or meanings of each individual regarding their understanding of the trust, benefits, and risks that will be received in making the decision.

To uncover a reality that is hidden behind phenomena, this study adopts a phenomenological approach as a study tool. The phenomenological approach will provide a thinking perspective that emphasizes the focus of human subjective experiences and interpretations of the world (Moleong, 2014). The phenomenological approach sees no small event as meaningless. The main concept in phenomenology is meaning. Meaning is an important content that arises from the experience of human consciousness. The essence of experience is built on two assumptions (Smith et al., 2009). First, every human experience is an expression of consciousness. When someone experiences something, he is aware of his own experience. His experience was indeed subjective. Second, every form of awareness is always an awareness of something. Self-awareness reflects something that is seen, though, remembered and expected. This condition is called "being" or "meaningful" which is the essence that is studied in phenomenology.

The descriptions presented in the background of this study are the rationale for conducting this research. The questions or focus of this research are (1) how do the perpetrators of events interpret their life experiences involved in making debt refinancing decisions?; and (2) what conditions or situations underlie or frame the meaning of the experience?

METHODS OF RESEARCH

Exploring the meaning of the debt refinancing decision-makers at Foundation A, and the situations or conditions that lie behind them, would not be appropriate if examined with quantitative methods. To answer research questions, this study requires the adoption of a research approach that has an exploratory character. Therefore, the qualitative approach is very suitable to be used. This study adopts a phenomenological approach to study and answer research problems. Phenomenology is under the umbrella of interpretive paradigms, so this approach requires the existence of several different assumptions in the way used by the positivistic paradigm, namely by finding the "facts" or "causes" of an event (Rahardjo, 2018). With this understanding, the phenomenological approach is appropriate to be used as a method in understanding more deeply the experience of the perpetrators of events regarding the phenomenon of debt refinancing decision making at Foundation A.

More specifically, the phenomenological approach in this study refers to Interpretative Phenomenological Analysis, hereinafter written by IPA, which was introduced by Smith, et al. (2009). With science, researchers can focus on the unique and deep levels of individual experience. Science is an approach that aims to uncover the meaning of "major life experience". The focus of science is on the experiences of daily life that occur in certain people who experience it to understand that each individual understands the phenomenon uniquely, so we need a deep way to gain an understanding of the uniqueness. This depth can be obtained if the researcher has an understanding, ideas, or opinions to be able to understand the personal meaning of other individuals. IPA also believes that access in understanding a person's experience depends very much on how the informant interprets and explains his experience so that the researcher can then interpret what is experienced and interpreted by the informant (Smith et al., 2009).

The main data in this study is the meaning of the perpetrators of events for their experience making debt refinancing decisions. The meaning is told by the perpetrators of the event to researchers through in-depth interviews, which are then displayed in the form of a transcript of the results of the interview. Thus, the most important data collection technique used in this study is the in-depth interview method. To obtain an overview and other supporting data, researchers also make observations or make documentation. The combination of these methods is expected to produce more accurate data in explaining and understanding the informant's experience in making debt refinancing decisions.

Data collection techniques through in-depth interviews (in-depth interviews) conducted directly with informants who know the object of research. The interview process will be assisted with a tape recorder and recorded manually (transcript). The interview process is carried out with a directed discussion system, where researchers must be able to control

themselves so that the discussion does not deviate from the subject matter to be investigated. This research was conducted at Foundation A. The reason for choosing this site is presented in the background is the phenomenon of debt refinancing decision making by Foundation A as a result of financial distress experienced by the organization. This site selection consideration was also motivated by the ease of data accessibility considering the researchers worked at the organization and were already familiar with informants. The closeness of the researcher with the informant in the object of research will facilitate researchers to obtain data and information. Research with phenomenology also requires researchers to be directly involved in observing events and phenomena with informants who experience phenomena. The time of this research lasted approximately three months, starting from February 2020 until April 2020.

In a qualitative study, researchers must be sensitive to ethical issues in conducting research. Ethical problems in research occur due to the meeting of two or more different interests at the same time (Poerwandari, 2007). The researcher must design a research ethics guarantee to protect the informant from ethical problems that might occur. Research ethics has various principles including informed consent, anonymity, and confidence. (1) Informed consent, aims to provide an explanation to the informant regarding the aims and objectives of the study and to give consent sheets to become informants with the aim that the informant understands the aims and objectives of the study and knows their impact. (2) Anonymity is trying to maintain confidentiality, the confidentiality of identity guaranteed through the use of pseudonyms for each informant. The confidentiality of information that has been collected is also guaranteed by researchers by storing the results of these records properly and only reported when presenting research results (confidentiality).

The research data collected were analyzed with Interpretative Phenomenological Analysis (IPA). According to Smith, et al. (2009) several stages in interpretative phenomenological analysis, namely: (1) reading and re-reading, (2) initial noting, (3) developing emergent themes, (4) searching for connections for emergent themes, (5) moving the next cases, and (6) looking for patterns across cases. In the first stage, the researcher reads the results of the manuscript repeatedly to find interesting facts from each informant. The second step in this analysis is carried out by giving notes about what is meaningful in the transcript. This analysis is carried out to produce a comprehensive and detailed set of notes and comments about the data. In the third stage, the analysis is carried out by exploring the statements that have been given to identifying which themes emerge. In theme analysis activities, these themes will be used to map relationships and exploratory comments patterns. At this stage, after researchers obtain themes that emerge from informant transcripts and are arranged chronologically, the next step is to look for any relationship between one theme with another. The analysis steps 1-4 are conducted for each informant. If one informant is finished and the results of his analysis are written, the next step moves to the next informant until all cases are finished. The final stage is the sixth stage in this analysis is to look for patterns that arise between informants. What is the relationship that occurs between informants, and how the themes found in other cases guide researchers to draw and re-label them?

In this study, researchers used triangulation and member checking procedures. Triangulation, in this study, is used to test the credibility of the data by checking the data to the same source with different techniques (triangulation of techniques), then checking with interviews, observations or other techniques in different times or situations (triangulation of time) and then doing checking data obtained through several sources with the same technique (triangulation of sources). If the three data credibility testing techniques produce different data, the researcher conducts further discussions with the relevant data source or others, to ascertain which data is considered correct (member checking).

RESULTS AND DISCUSSION

Overview of Research Sites. Foundation A was founded in 2011 which is engaged in organizing private tertiary institutions (PTS). The founding of the Foundation was born from

the noble ideals of Gede who is the founder and Chair of Foundation A.

"...if money matters to me is done. But next time I think, what am I living for? When I die what do people remember about me? this is what underlies that the Foundation was formed as a project for legacy. Project to remember my name when I die." {M.G1-2}.

This foundation was founded not oriented to looking for profit for personal interests but to achieve social goals to realize a better generation through education. His love for education was born from the training of his parents from childhood who held the principle that "Education is the best tool to change fate". A principle that he wants to transmit so that more and more young people can change their lives for the better. This is in line with the statement of Felício et al. (2013) that the goal of a non-profit organization does not include the creation of personal profit for the owner or manager, but to create social value and economic wealth).

His struggle to build a Higher Education Foundation was felt not to be easy the Foundation had entered into a serious financial condition due to financial projections made not by the realization.

"Yes, that's because it doesn't fit here, the projections deviated from what was expected. In 2016-2017 that was my hardest point, [...] cash flow was getting deeper and lower and credit was getting more and more". {M.G1-10}

Gede's statement indicated that in 2016 and 2017 the Foundation was experiencing financial distress (Table 1). Platt and Platt, (2002) state that financial distress is defined as the stage of decline in financial conditions that occurred before bankruptcy or liquidation. The decline in financial conditions conveyed by Gede, supported by data found in the following field.

Table 1 – Foundation Financial Ratios A

Type of Ratio	Year		
	2014	2015	2016
<i>Leverage Ratio</i>	132%	150%	175%
<i>Cash Return on Total Assets Ratio</i>	-0,04	-0,03	-0,08
<i>Return on Asset</i>	-0,21	-0,20	-0,30

Source: Foundation A Financial Report 2014-2016.

In response to these conditions, in the middle of 2017, the Foundation agreed to conduct debt refinancing, after other options were not enough to help restore the financial condition of the Foundation. The decision to do debt refinancing in financial distress creates a trade-off between benefits and risks. The trade-off between benefits and risks that arise is like a "double-edged knife", which on one hand will save the foundation's cash flow, but on the other hand, also carries a great risk for the foundation because of the increased use of debt. The experience of debt refinancing decision making does not make top management foundations and universities give up on the situation. Debt refinancing is considered as an opportunity to get out of financial distress and an opportunity to grow. The experience and meaning of debt refinancing decision-makers will be explained more specifically in the following discussion.

Research Informant. Debt refinancing decision making involves the Chairperson of the Foundation, Chairperson of PTS, and Deputy Chairperson of PTS which in this study were chosen as informants (Table 2). Because this foundation only manages one university, the involvement of top university executives in the foundation's decision becomes very important. Because after all the financial distress experienced by the foundation is the financial distress of tertiary institutions and will affect the sustainability of tertiary institutions. The selection of informants is not solely the choice of researchers. The three informants are key persons involved in making debt refinancing decisions. In other words, they have direct experience in making debt refinancing decisions.

The Meaning of Gede Informant's Experience in Debt Refinancing Decision Making. The themes identified from the results of interviews with Gede's informants were 4 (four) main themes including: (1) A positive attitude towards debt refinancing decisions, (2) Subjective norms (3) Perceptions of behavioral control and (4) Religiosity.

Table 2 – Informant Data

No.	Name	Information
1.	Gede	Chair of Foundation A
2.	Putu	PTS Chair
3.	Komang	Vice Chair II of PTS

Source: Research Informant, 2020.

Theme 1: Positive attitude towards debt refinancing decisions. The debt refinancing decision by Gede's informants is interpreted positively as a solution to overcome financial distress. This theme is composed of two sub-themes, namely the informant's beliefs about the benefits of debt refinancing and the informant's evaluation of the consequences arising from the debt refinancing decision. The informants' beliefs about the benefits of debt refinancing consist of (1) the informant's confidence in obtaining an additional loan (cash-out refinance), (2) the confidence of getting a payment scheme that relieves and (3) lower interest than previous loans. This is supported by the following informant's statement:

"With the credit we take, we will have fresh money or remaining funds, let see about 2 billion, [others] the other is that the cash flow becomes lighter because of the balloon payment scheme. The second interest is, of course, to reduce costs, in what way? Yes, it was by replacing high-interest loans with lower interest rates" {M.G2-9}.

Confidence in the benefits of debt refinancing is strengthened by the informants' evaluation of the consequences arising from a debt decision. Informant Gede believes that the benefits offered from debt refinancing can help (1) cash flow, (2) overcoming liquidity difficulties, (3) maintaining partner trust (trust) supported by the following informant's statement:

"With a refinancing, our cash flow is helped and the rest we can complete our obligations that are due. This aims to maintain people's trust in us so that if we are good borrowers, it tends to be easier to get a loan later..."

"...try it if we simulate, we have not taken credit at the Bank "B", but we condition our conditions at that time and our conditions when we get credit, of course per month will be much different so that our financial distress becomes decreased..." {M.G1-13}.

In this case, the informant thinks that debt refinancing is a useful thing because it will help the Foundation to get out of financial distress from that view, a behavior will emerge that raises the intention to make a debt refinancing decision. The stronger the informant's attitude to do debt refinancing, the greater the intention (intention) to make a debt refinancing decision.

Theme 2: Subjective Norms. Simply put, subjective considerations of other influential parties (referents) can encourage to take action or make decisions, this is called subjective norms. The subjective norm norms of informants were obtained from 2 (two) sub-themes, namely (1) individual beliefs due to the influence of the people around him (referent) and (2) individual motivation to obey the expectations of the referent. Individual beliefs due to the influence of surrounding people (referent) are obtained from two categories, namely (1) family support and (2) PTS manager support. This is supported by the following statement from the Gede informant.

"The family must support and thankfully I have parents who fully support whatever my decision, especially Mother, whatever my actions, the first thing I worry about is parents".{M.G1-26}.

To support from the family, Gede's informant also received support from the PTS management, as stated in the following statement:

"This decision is a joint agreement between the Foundation and the Manager. We must work together to ensure the sustainability of this PTS" {M.G1-29}.

The greater the influence of subjective norms for conducting debt refinancing, the stronger the intention of decision-makers in making debt refinancing decisions

Theme 3: Perceived Behavioral Control. The theme of perceived behavioral control is obtained from the informant's confidence in the availability of resources which is a supporting factor in making debt refinancing decisions which includes confidence in (1) aspects of the

bank's credit appraisal have been fulfilled, (2) financial and accounting competence and experience owned by the informant is very helpful in making decisions. This is supported by the following informants' beliefs:

"The bank always looks at 4C, ooh yeah 5C and one of the characters, Bank "B" is quite familiar to me because we have previously had a credit record that he saw very much. In applying for credit, we must also master the business plan, here financial understanding and accounting are very necessary, what I present before the Bank are projections made by accounting, profit-loss projections, balance sheets, and cash flow projections [...] run a similar business, LPK A (Job Training Institute) although not the same, LPK A as small as that I can make students jump." {M.G1-16}.

This belief is supported by the large role of resources in supporting the success of debt refinancing which is the second sub-theme obtained from the following informant's expression:

"So for the bank, he sees the character, the next he will see we are sure not with the business plan that we have made, for the bank business plan is a financial plan, he will review our financial statements, he will question everything, for example how his income once a year like this, how confident are you to have so many students?" {M.G1-18}.

The 5C aspect is essentially an acronym for Character, Capacity, Capital, Condition, Collateral which is the basic principle of banks in granting credit. Gede's confidence and the role of these resources will support and facilitate access to debt refinancing.

Theme 4: Religiosity. The theme of religiosity is obtained from the informants' belief in the Creator. In making a debt refinancing decision, Gede's informant realized that the decision made was a high-risk decision, but he firmly believed that as long as we tried, surely God would provide away, as he said below:

"I am in any difficulty, I always think that God predestined this Foundation to be, so in my mind, maybe it's hard to go wrong (no matter how difficult, there must be a way out), who knows where it came from, anyway I think, even I cried and so on, I have never lost faith, and this is only a matter of time, this phase of the severity, will be able to later. Positive only so that all positive" {M.G1-23}.

The informant's trust in God is a depiction of the belief dimension. The dimension of belief shows the level of a person's belief in the truth of religious teachings, especially in fundamental religious teachings. Individuals who have faith and a strong heart will create an emotional balance so that peace and tranquility will manifest themselves. Peace and calm will help individuals to be able to think logically, positively, and wisely and be able to solve the problems they are facing when under pressure.

The Meaning of Putu's Informant Experience in Debt Refinancing Decision Making.

Theme 1: Positive attitude towards debt refinancing. The theme of a positive attitude towards debt refinancing is obtained from two sub-themes, namely the informant's beliefs about the benefits of debt refinancing and the informant's evaluation of the benefits of debt refinancing. The first sub-theme is the informant's beliefs about the benefits of debt refinancing which consists of (1) confidence in rescheduling loans, (2) confidence in obtaining additional loans (cash-out refinance) and (3) mitigating schemes. This is supported by the following Putu informant's expression:

"...at that time it was the only way to overcome our liquidity problems with refinancing, loans could be made more long-term, of course, this would make financial burdens much lighter and operations could continue if we didn't do our amor (bankrupt)." {M.P1-3}.

The informant's confidence was strengthened by the results of the informant's evaluation that debt refinancing would be a solution for the Foundation to get out of financial distress, as Putu said:

"... which is usually every month we had minus cash flow, with refinancing, it will help our cash flow." {M.P1-4}

"This is all we do to maintain the trust of both banks and the public, the keyword is trust" {M.P1-5}.

The feeling of confidence and optimism felt by the informants is getting stronger because based on the evaluation conducted by the informant, the data obtained that the

decision will provide an opportunity for the Foundation to save the cash flow, overcome liquidity difficulties and save the financial condition of the foundation, and maintain public confidence.

Theme 2: Subjective Norms. Subjective norms are felt by informants obtained from 2 (two) sub-themes, namely (1) individual beliefs due to the influence of referents and (2) individual motivation to comply with the expectations of the referent. Sub-themes of individual beliefs due to the influence of referents are obtained from the informants' beliefs with the support of the Foundation. This is supported by the following informant's expression:

"Yes, of course, from the Foundation and Mr. Gede himself who is influential, then also supported by the data we provide to the Bank" B ". The bank must first see to whom he lent his funds. Pak Gede is primarily a business person who incidentally has long been in the business world and one of his businesses in LPK A is seen, and that makes the Bank more confident [...] {M.P1-10}.

This subjective norm is getting stronger coupled with the existence of an individual motivation to meet referent expectations as conveyed by Putu's informants below.

"The decision is a consideration of the Foundation, but that indeed there must be good cooperation between the Foundation and the management, and how we are of one heart and coordinating with the foundation, a vision between the foundation and the manager and it has become a commitment, otherwise we will be disbanded." {M.P1-1}.

Based on Putu's statement above, the debt refinancing decision is a decision that has been mutually agreed without pressure from the Foundation, but rather there is motivation to get out of the distress that befell the Foundation and for the progress of PTS.

Theme 3: Perceived Behavioral Control. Perceived behavioral control is obtained from 2 sub-themes, namely (1) confidence in the availability of resources and opportunities that have to support debt refinancing decisions and (2) the magnitude of the role of these resources (power of control factor) in supporting decisions. Confidence in the availability of resources and opportunities is divided into two categories, namely (1) promising PTS prospects, (2) opportunities for support from the Foundation. This is supported by the following informant's statement:

"... even though we are in a minus cash flow condition, but we can convince banks through the prospect of this campus, also supported by the achievements we have achieved and the strong desire of the foundation to make the campus better in the future" {M.P1- 8}.

Prospect is one of the principles of credit rating known as the 7P principle. In granting credit the bank must assess the prospective debtor's business in the future whether profitable or not (Kasmir, 2016). Also, the informants' confidence was strengthened by the support of the foundation through the Chair of the Foundation which further added to Putu's informants that the debt refinancing decision could be made even though the condition of the Foundation was still in a state of distress. This is supported by the following informant's statement:

"... the trust of the Bank" B "towards Mr. Gede is high because the bank at that time knew who Mr. Gede was so that there was trust that arose there. The price of trust cannot be assessed. " {M.P1-10}.

The trust factor conveyed by Putu is closely related to the principle of character, capacity, capital and collateral, and condition (5C) which are the basic principles that must be fulfilled by prospective debtors.

The Meaning of Komang's Informant Experience in Debt Refinancing Decision Making.

Theme 1: Positive Attitude Towards Debt Refinancing Decisions. The attitude of the Komang informant was demonstrated by the informant's disclosure of his experience in making debt refinancing decisions. The theme of attitude towards debt refinancing is obtained from 2 (two) sub-themes, namely the informant's beliefs about the benefits of debt refinancing and the informant's evaluation of the consequences arising from the debt refinancing decision. The first sub-theme is the informant's beliefs about the benefits of debt refinancing from the Komang informant's expression and is divided into two categories, namely (1) confidence in the focus of one debt, (2) confidence in obtaining an easing payment scheme. This is supported by the following statement from the Komang informant:

"... with refinancing, we can focus on thinking about one debt, it will be much better than our many creditors so that the cost per month is also much lighter." {M.K1-1}.

The second sub-theme is the informant's evaluation of the consequences arising from the debt refinancing decision obtained from two categories, namely (1) lightening the burden every month (2) overcoming financial distress, and (3) maintaining trust as the informant's statement follows:

"... previously paid the principal plus interest, then with refinancing we only pay interest and the principal a year, this will greatly help our finances and every month will be much lighter" {M.K1-2}.

"In principle, educational institutions are the trust of the community that must be maintained, so that these PTS remain to exist" {M.K1-3}.

The interaction between the strength of the informant's beliefs about the benefits of the debt refinancing decision and the results of the evaluation of the benefits indicate the informant has a positive attitude and intention to make the debt refinancing decision.

Theme 2: Subjective Norms. Subjective norms are felt by informants obtained from 2 (two) sub-themes, namely (a) Individual beliefs due to the influence of referents and (b) Individual motivation to comply with the expectations of the referent. Sub-themes of individual beliefs due to the influence of people around them (referents) are obtained from the commitment of the foundation and the manager. This is supported by the following statement from the Komang informant.

"This decision arises from the commitment of the Foundation and Managers to jointly realize the vision and mission of higher education, otherwise this PTS might not be able to survive until now" {M.K1-4}.

This subjective norm is getting stronger coupled with the motivation of individuals to jointly maintain the sustainability of this PTS.

Theme 3: Perceived Behavioral Control. The theme of perceived behavioral control is obtained through the expression of Komang's informant stating that there are supporting factors that facilitate informants in making debt refinancing decisions. The supporting factors perceived by Putu's informants can be illustrated through the following informant's expressions:

"The big influence, of course, Mr. Gede, is as the chairman of the foundation which incidentally has experience in the world of business and education, so the bank certainly looks at his track record to build his confidence in providing credit, it is also seen from the assessment of collateral for objects that are placed at least 2 times fold from the loan, then also from the business development and achievements achieved by the institution, including the reputation of the institution and its managers" {M.K1-7}.

The more the informant feels many supporting factors and less inhibiting factors in debt refinancing decision making, the more control he feels over the behavior and vice versa.

The essence of the informant's experience in making debt refinancing decisions. Table 3 presents the theme matrix which contains the essence of the experience of the three informants in debt refinancing decision making. The first general theme relates to aspects of positive attitudes, second about subjective norms, and third about perceptions of behavioral control. One other theme, namely religiosity, is a specific theme obtained from the meaning of one of the informants. From the themes that emerged and the significant statement expressed by the informants, the three informants had a positive state of emotion.

The experience of debt refinancing decision making was interpreted by Gede's informants as a matter of pride. The sense of pride that arises because the informant can carry out their duties and responsibilities in maintaining the sustainability of the Foundation and Higher Education in financial distress. For foundations that are non-profit organizations, organizational sustainability has important and crucial meaning because this is a way to survive so that the organization can always serve its members.

Foundations, like most organizations, have wealth and rules that bind all members. Also, funds used by non-profit organizations in their operational activities are obtained from donations and other parties who do not expect compensation. Therefore, non-profit organizations are inseparable from accountability for the resources used (Ives et al., 2013).

Accountability in social accounting is closely related to organizational sustainability (Musmini & Sirajudin, 2016). The feeling of pride of Gede's informants is also supported by various situations and conditions or events that arise in the decision-making process, including (1) the availability of adequate resources and competencies (perceived behavior control), (2) support from the management (subjective norms), and (3) strong faith (religiosity) which presents a sense of joy and courage in making decisions.

Table 3 – Theme Matrix

Informant	Informant Gede	Informant Putu	Informant Komang
General Themes			
Positive attitude	Cash-out refinance	Cash-out refinance	Cash-out refinance
	Lightening balloon payment scheme	Financing schemes that ease Rescheduling	Financing schemes that ease Rescheduling
	Lower Interest Rates	Lower Interest Rates	Focus on one debt
	Reducing the level of financial distress	Reducing the level of financial distress	Reducing the level of financial distress
	Maintain Trust	Maintain Trust	Maintain Trust
Subjective Norms	PTS Manager Support	Foundation Considerations	Foundation & Management Commitments
	Together realize PTS vision and mission	Together realize PTS vision and mission	Together realize PTS vision and mission
	Parent & family support	-	-
Behavioral Control Perception	The basic aspects of the Bank's assessment are met.	The basic aspects of the Bank's assessment are met.	The basic aspects of the Bank's assessment are met.
	Financial & Accounting Competencies	The credibility of the Chair of the Foundation	The credibility of the Chair of the Foundation
SPECIAL THEMES			
Religiosity	Trust & closeness to God builds positive vibrations	-	-

Source: Interview Results, 2020.

Not much different from that felt by informants Gede, Putu informants have a state of emotion in the form of feelings of pleasure. Pleasure arose because Putu's informants received support and input from the foundation (subjective norms) when coordinating financial distress problems experienced by foundations and universities. Support was also obtained from subordinates in carrying out work instructions and supplying information or data needed for the debt refinancing process. This has led to a certainty/optimism from decision-makers.

As found in Putu's informants, the state of emotion that Komang's informants felt was happiness. Feeling happy because given trust and being involved in important decisions and happy to have a leader figure who is highly committed and responsible. The leader's responsibility is shown in his efforts to maintain the trust of the stakeholders. The principle of non-profit organizations can carry out commitments to stakeholders. Commitment is a reason for stakeholders to give trust to non-profit organizations (Weerawardena et al., 2010).

The sense of pride and joy experienced by the three decision-makers creates a positive attitude and outlook towards the events experienced. This positive attitude raises feelings of confidence and optimism that the decisions taken can benefit the Foundation and the University to overcome financial distress while providing an opportunity for expansion.

A positive attitude toward debt refinancing, subjective norms, and perceived behavioral control perceptions are factors that motivate informants in making debt refinancing decisions. Motivational factors that influence behavior are assumed to be intentions (Ajzen, 1991). This is by Theory of Planned Behavior (Ajzen, 1991) which states that the intention to behave is influenced by three factors, namely attitudes toward behavior, subjective norms as the original model in the theory of reasoned action, and one additional factor that determines behavioral intention is perceived behavioral control.

Besides reflecting the presence of the three factors in the Theory of Planned Behavior, this study also found a new concept in decision-making behavior. The concept is religiosity

that has not been explicitly applied in the TPB Theory of Planned Behavior. Religiosity is interpreted as a dimension of belief in God. Belief in God gives rise to positive vibes, unyielding even in difficult situations. By drawing closer to God, one also gets peace of mind and peace of mind, so that one can think logically, positively and wisely in solving the problems that are being faced even though they are under pressure. Therefore, subsequent research needs to seriously consider the aspect of religiosity as an important concept in decision-making behavior. Individuals with a good level of religiosity, are considered to be more resilient when facing stressful situations or doubts over things or events that cannot be controlled (Wen, 2010). Good religiosity can also reduce stress levels (Clements & Ermakova, 2012), and can reduce anxiety (Shekhar & Hussain, 2017).

The practical implication presented by this research is that top management or decision-makers must be able to position themselves as well as possible to be able to make the right decisions even though they are in difficult circumstances. A positive attitude, subjective norms, and good religiosity can be very instrumental in presenting good decisions for the organizations they manage.

CONCLUSION

This study aims to gain an understanding of the decision-makers in interpreting their experiences in making debt refinancing decisions. This study found four themes that emerged in the meaning of the informant, namely (1) positive attitude, (2) subjective norms, (3) perception of control and religiosity that were factors motivating informants in making debt refinancing decisions. From the themes that emerged and the significant statement expressed by the informants, the three informants had a positive state of emotion in the form of feelings of pleasure and pride because the debt refinancing decision succeeded in bringing the foundation out of financial distress.

This research has practical implications that there is no need to be afraid of making debt refinancing decisions. To minimize the risk of refinancing, the principal must be held that "timing is everything" takes into account the timing and the right strategy. As the top management or the decision-maker, a bold and optimistic attitude is very necessary to keep a positive state of emotion when making important decisions in critical condition. Theoretically, recommendations for further research are considered necessary to consider aspects of religiosity as one of the concepts that must be taken into account in studies of decision-making behavior.

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