

Budgetary Control on the Operation of Small-Scale Enterprises in Calabar South Local Government Area of Cross River State, Nigeria.

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Abstract

The purpose of this study was to examine budgetary control over the operation of small-scale enterprises in Calabar South Local Government Area of Cross River State. To achieve this aim, two research questions and two null hypotheses were formulated and tested. A survey research design was adopted for the study, and data were collected using a researcher-designed instrument titled "Budgetary Control on the Operation of Small-Scale Enterprises Questionnaire (BCOSSEQ), which contained ten (10) items. A total of thirty-five (35) registered small-scale business enterprises responded to the instrument. The data gathered were analyzed using the mean and standard deviation to answer the research question, and an independent t-test was used to test null hypotheses at the 0.05 level of significance. Findings from this study, among others, revealed that executive authority responsibility and budget preparation influence the operation of small-scale enterprises in the Calabar South Local Government Area of Cross River State. Likewise, the result supports the hypotheses that there is no significant difference in the mean rating of executive authority and the operations of small-scale enterprises based on gender; there is no significant difference in the mean rating of budget preparation and the operations of small-scale enterprises based on age and the operations of small-scale enterprises based on gender. Based on the findings of this study, it was recommended that for the successful running of day-to-day business, small-scale business enterprises endeavor to prepare budgets to enable the sustainability of their businesses.

Key words: Budgetary, Control, Operation and Small-Scale Enterprises

Introduction

Budgeting is the process of allocating an organization's available financial resources to its units, activities, and investments and monitoring the performance of managers and employees. Budgets are therefore an expectation of what a manager agrees is achievable within the immediate future and are mostly expressed in financial terms. The purpose of budgeting is that it gives management an idea

of how well a company is meeting its income goals, whether or not expenses are in line with predicted levels, and how well controls are working. If properly used, budgeting can and should increase profits, reduce unnecessary spending, and clearly define how immediate steps can be taken to expand markets. The budgeting system sets a tone for acceptable targets for revenue and expenses, increases the likelihood that targets will be reached, and provides time and opportunity to formulate and evaluate options should obstacles arise. The budgetary system defines the responsibility and limits of every section of small-scale enterprises in that every manager knows these limits of authority, gets within these limits of authority, and acts within those limits. This aspect of budgetary control is very vital to the successful operations of small-scale enterprises. In an organization, dividing work among people and coordinating their activities towards a common objective need to be done efficiently. Authority and responsibility. Authority and responsibility are two of the most important components of a smooth-functioning business. Henri Fayol, who designed the administrative theory of fourteen principles of management, defined authority as ‘the right to give orders and command obedience. A manager needs authority. It makes his position real and gives him the power to order his subordinates and get them to comply. Responsibility has different meanings in management. The most common description is obligation. Anyone who accepts a task must be held responsible for its performance too. In the context of hierarchical relations in an organization, responsibility is the obligation of a subordinate to perform the tasks assigned.

According to Lambe, Lawal, and Okoli (2018), budgeting is a key policy instrument for public management and the management of firms. It is a familiar activity to many as it is practiced in our private lives as well as in business, government, and voluntary groups. The Chartered Institute of Management Accountants (CIMA) (2004) sees a budget as a financial or quantitative statement prepared and approved prior to a defined period for the purpose of attaining a specified objective. Egbunike (2014) believes that a budget is a comprehensive and coordinated plan expressed in financial terms for the operations of an enterprise for some specific period in the future. Budgeting serves different roles in contemporary organizations (Davidson, 2009). Drury (2021) enumerates these roles to include planning annual operations, coordinating the organization’s activities, communicating plans, motivating managers, controlling activities, and evaluating managers’ performance. Budgeting ensures prudent planning of an organization’s future performance (Gooneratne and Hoque, 2016); budgetary control offers frameworks that enable management to compare actual results with targets and implement corrective measures when deviations occur (Cohen and Karatzimas, 2011; Mohamed Mohamed, Kerosi, and Tirimba, 2016). Budgetary control is a means of control in which the actual results are compared with the budgeted results so that appropriate action may be taken about any deviations between the two. It is a system of controlling costs that includes the preparation of budgets, coordinating the departments, establishing responsibilities, comparing performance with budgeted results, and acting upon results to achieve maximum profit. A process of budgetary control includes the preparation of various budgets, continuous comparison of actual performance with budgetary performance, and revision of budgets in light of changed circumstances. A system of budgetary control should not become rigid. There should be enough scope for flexible individual initiative and drive. Budgetary control is an important device for making the organization an important tool for controlling costs and achieving its overall objectives. Budgetary control serves four (4) control purposes: they help the manager’s coordinate resources; they help define the standards needed in all control systems; they provide clear and unambiguous guidelines about the organization's resources and expectations; and they facilitate performance evaluations of managers and units.

A small-scale enterprise (SME) is independently owned and operated, in which the owner is the sole decision-maker and the overall boss. The major characteristics of small-scale enterprises in Nigeria relate to the ownership structure, which largely revolves around a key man or a family. Hence, a preponderance of small-scale enterprises (SME) are either sole proprietorships or partnerships. Even

where the registration status takes the form of a limited liability company, the true ownership structure is that of a one-man or partnership business. A small-scale business is one that is owned, financed, managed, and controlled by a sole proprietor or partners of about two to twenty persons with total assets not less than four million naira (12,698 USD) and less than fifty employees at the same time. The Nigerian economy, like other African economies, has been fighting against unemployment since independence. The Nigerian government, through its economy and regulatory agencies, has recognized the importance of small businesses in providing employment to its citizens. According to SMEDAN (2013), small businesses employ 80% of the Nigerian workforce. Shehu et al. (2013) state that 97% of the Nigerian economy is made up of small businesses, which contribute to 70% of the country's job opportunities.

The Nigerian governments at all levels (local, state, and federal) recognize the need to stimulate small businesses to provide employment, reduce poverty rates, and improve economic growth. Various agencies were created to do the job of stimulating the development of the small business sector of the Nigerian economy, including the Small and Medium Enterprises Development Agency (SMEDAN) (Kayode & Ilesanmi, 2014). Others are the National Directorate of Employment (NDE), the Peoples Bank of Nigeria (PBN), microfinance banks, the National Economic Reconstruction Fund (NERFUND), and the National Bank of Commerce and Industry, which are the agencies with the mandate to develop the SMEs sector (Kayode Ilesanmi, 2014). Kayode and Ilesanmi (2014) stated that despite the efforts to create small business development agencies in Nigeria, small businesses continued to face the challenges that threatened their survival. According to SMEDAN (2013), small business success involves sustaining small business operations for longer than the first five years. Notwithstanding the efforts of the government to provide support through its agencies, small businesses are failing (Kayode & Ilesanmi, 2014). In developed countries such as the United Kingdom and the United States, small businesses are managed effectively and with positive results. The positive management of small businesses in developed countries and some developing countries, such as the Philippines and South Africa, contributed to their economic growth (Duggah, 2015). According to Duggah (2013), small businesses in Nigeria are faced with numerous challenges that result in their failure. In spite of all the hurdles, there are many financing options available to small businesses. This study therefore looked at executive authority and responsibility budgeting and budget preparation that are needed for successful budgetary control to have an effect on small and medium enterprises (SMES) because they provide future-oriented information that facilitates monitoring and control of business performance. Executive authority and responsibility are individuals who ask before they are told, who suggest and negotiate, and who persuade through diplomacy, fact, and reason (Tom, 2019). These are the individuals who think through all possible options and scenarios, getting themselves ready for a delegation of authority from their boss should that conversation come. Instead of waiting for authority to be plopped into their laps by some higher-up, they are proactive and authoritative with themselves consistently.

Executive authority as budgetary control is a key organizational and institutional variable in a modern phenomenon. However, budgeting and budgetary control are of wide-ranging global orientation, to which several models and theories have been associated over time, most especially as propounded and opined by various authorities and schools of thought. The budget coordinates sales, production, finance, and all other related areas, and it drives executions in a unified manner. Hence, the underlying principle in budgeting and budgetary control is the fact that it is a comprehensive and unified system that serves as a coordinated process that influences every aspect of the business and every section of the organization. Mcalpine (2000) opines that it is important to ensure that the budgeting scheme is comprehensive and effective and that the members of the organization know their responsibilities under the scheme, including what is needed to be done, how it should be done, and how performance will be measured. He further stated that these requirements are fulfilled through

comprehensive procedures. According to him, some of the questions that have to be considered in rafting a procedure (among several others) include: What budgets are in the scheme? Who is responsible for preparing and coordinating them? What decision has to be made in the preparation of each budget? What information will be required to guide these decisions? What are the sources of this information? How will it be collected, analyzed, and interpreted to establish the facts? These procedures will be based on a factual approach to decision-making, and, in this connection, it has to be appreciated that decisions based on incomplete information can be as misleading as those based on the wrong information.

It is more applicable to budgets which involve overhead expenditure such as administrative, selling and distribution overheads. In the opinion of Professor Pogue (2017), the zero-base approach to budget primarily centers on: Why the cost or activity is necessary in its present form, the possibilities of activity or cost alternatives, if these alternatives affect product quality or product services, whether these alternatives affect the relationships and inter-relationship with other costs and activities. On the whole however, zero base budgeting should be a useful tool in budget preparation because it provides the total to the problem. It is pertinent to point out that under each of the types of budgets, they could be further categorized as operating and capital budgets. An operating budget according to Harper (2019) is a plan of the day-to-day use of resources and creation of utilities. With respect to capital budgets, Harper (2019) further opined that it is a budget that lays down the planned requirements for the long-term running of an enterprise. It indicates the fixed assets, working capital and forms of finance that will be needed over the future years.

Statement of the problem

The major concern of this study is the influence of budgetary control measures on the operations of small-scale enterprises in Calabar South Local Government Area of Cross River State. Budgetary control measures tend to influence the operations of small-scale enterprises, thereby causing many to scramble at infancy and, as a result, hinder the smooth running of their daily operations. Most small and medium enterprises (SMEs) in the Calabar South Local Government Area of Cross River State die within their first five years of existence; a smaller percentage goes into extinction between the sixth and tenth years, while about five to ten percent survive, thrive, and grow to maturity. Most small-scale enterprises (SMEs) lack structure; one staff member could hold two to three positions, all to reduce costs. The owner of the business usually holds the manager position and is called the MD/CEO. Whether he has the skills or not, he directs the organization based on his ability. Small-scale businesses are faced with the challenges of management because they cannot afford to employ an expert as a manager to achieve the goals of the organization. This study sought to examine the role of management efficiency in setting budgets and controlling their effect on the operations of small-scale businesses. Despite the recognition of budgetary control as a tool for planning and control as well as a means for prudent financial management in the successful operation of an enterprise, the managers of most small-scale enterprises seem not to apply this concept properly in their day-to-day management of enterprises. As a result, these enterprises are suffering great setbacks, such as slow business growth and/or failure in the long run. This is due to managerial incapability arising from a lack of budgetary control and planning, which has led to their inability to minimize their cost of operations and maximize profits. It is in light of these problems that the study *Determines Budgetary Control Measures on Operations of Small-scale Enterprises* in Calabar South Local Government Area of Cross River State was carried out.

Purpose of the Study

This study was conducted primarily to determine the influence of budgetary control measures on the operations of small-scale enterprises in Calabar South Local Government Area of Cross River State. Specifically, the study sought to:

1. Determine the influence of executive authority and responsibility on the operations of small-scale enterprises.
2. Determine the influence of budget preparation on the operations of small-scale enterprises.

Research Questions

The following research questions were posed to guide the study:

1. To what extent do executive authority and responsibility influence the operations of small-scale enterprises in the Calabar South Local Government Area of Cross River State?
2. In what way does budget preparation influence the operations of small-scale enterprises in the Calabar South Local Government Area of Cross River State?

Statement of hypotheses

The following hypotheses were formulated for the study:

1. There is no significant influence on the mean rating of executive authority and responsibility for the operations of small-scale enterprises based on gender.
2. There is no significant influence on the mean rating of budget preparation and the operations of small-scale enterprises based on age.

Methodology

The study adopted a survey design. The study was carried out in Cross River State, Nigeria. The population for this study comprises 35 registered small-scale businesses in Calabar South. The respondents were used as the study wanted to make an in-depth analysis about budgeting control and the operation of small-scale businesses in Calabar South Local Government of Cross River State. The entire population of 35 registered small-scale businesses in Calabar South was used for the study. Census sampling was used for the study. In this study, the research instruments used for data collection were a questionnaire titled “budgetary control operations small scale questionnaire (BCSQ)”. The instrument, made up of two sections, has the first section centered on personal information about the respondents, such as sex, age, years of service, and level of education. The second section was a 4-point scale that had 10 items. The BCSQ was structured on a four-point scale of strongly agree (SA), agree (A) 3, disagree (D), and strongly disagree (SD), with 1 point, respectively. The instrument was submitted to the project supervisor, who provided input. Two experts in business education validated their findings, and their input was significant. A questionnaire was the main instrument used for data collection. The questionnaire was administered to registered small-scale businesses in Calabar South Local Government. The targeted sample was asked to respond objectively to each item of the questionnaire with absolute sincerity, and the information obtained would be treated with the utmost confidentiality and used as data for the research work only. The questionnaire was administered personally. Considering the population size involved in this study, the employment of questionnaires, personal interviews, and the study of existing literature were found useful. The questionnaire was drawn up purposefully with the objective of finding out the operation of small-scale businesses regarding budget control and improving small-scale enterprises. The personal interviews cover up the shortcomings of the questionnaire because they provide one-on-one contact with the individuals concerned. The researchers get a chance to talk to some of the entrepreneurs; the opinions of professionals and analysts in the field are also sought. The study of documents from literature is important because the sources used can provide very useful data on which the research can be based.

These methods of collecting data were used because of their efficiency in providing relevant information within a short period of time. Procedure for data preparation and scoring of budget and budgeting control and small-scale businesses in Calabar South Local Government Instrument was a four-point Likert scale of strongly agree (SA) 4 points, agree (A) 3 points, disagree (D) 2 points, and strongly disagree (SD) 1 for all positive worded items, and reverse was the case for all negative worded items. The mean and standard deviation were used to answer all the research questions, i.e., research questions 1 and 2 and an independent t-test statistic was used to test the null hypotheses 1 and 2 at the 0.05 level of significance. For the hypotheses, if the t-value calculated was greater than the p-value at the 0.05 level of significance, the null hypothesis was accepted; if not, it was rejected. The hypotheses were tested at the 0.05 level of significance.

Findings of the Study

Research Question one

What is the influence of executive authority and the operations of small-scale enterprises in Calabar South Local Government Area of Cross River State?

The data providing answers to the above research question are presented in Table 1.

TABLE 1 Mean rating of Responses of respondents on the influence of executive authority and the operations of small-scale enterprises

S/No	Items on Executive Authority and SSE	N	Mean	SD	Decision
1	The responsibility of management in executive authority influences small scale business	35	3.20	1.23	Agree
2	Executive authority during budget control aids the operations of small-scale business	35	3.25	.910	Agree
3	Executive authority is important for effective operations of small-scale business	35	3.40	.753	Agree
4	Coordinating of budget by management increases or improves effectiveness of small-scale business.	35	3.15	1.22	Agree
5	Executive authority aids the activities of small-scale business enterprise	35	3.40	.940	Agree
Grand Mean			3.28	1.01	Agree

According to the data in Table 1, all the items 1 to 5 have a mean rating of 3.15 to 3.40, indicating that the respondents agree that the executive authority and the operations of small-scale enterprises in Calabar South Local Government Area of Cross River State deserve respect. Moreover, the grand mean of 3.28 is within the influence range. As a result, the operation of small-scale enterprises is influenced by executive authority. The standard deviation varied from .753 to 1.23, showing that the respondents' opinions on items 1 to 5 were consistent.

Research Question two

What is the influence of budget preparation and the operations of small-scale enterprises in Calabar South Local Government Area of Cross River State?

The data providing answers to the above research question are presented in Table 2.

TABLE 2: Mean rating of Responses of respondents on the influence of budget preparation and the operations of small-scale enterprises

S/No.	Items on budget preparation and SSE	N	Mean	SD	Decision
6	Budget preparation aids the operations of small-scale business enterprise	35	3.35	.670	Agree
7	Budget planning improves the operations of small-scale business enterprise	35	2.80	.951	Agree
8	Managerial activities of coordinating improve small scale operation	35	3.40	.820	Agree
9	Ability of management to plan will improve operations of small-scale enterprise	35	3.25	1.16	Agree
10	Strategic planning improves business operations	35	3.00	1.07	Agree
Grand Mean			3.16	0.93	Agree

According to the data in Table 2, all the items 6 to 10 have a mean rating of 2.80 to 3.35, indicating that the respondents agree that budget preparation influences the operations of small-scale enterprises in Calabar South Local Government Area of Cross River State. Moreover, the grand mean of 3.16 is within the influence range. As a result, the operation of small-scale enterprises is influenced by budget preparation. The standard deviation varied from .670 to 1.16, showing that the respondents' opinions on items 6–10 were consistent.

Research Hypotheses one

There is no significant difference in the mean rating of executive authority and the operations of small-scale enterprises based on gender.

TABLE 3: Independent t-test of mean rating of responses of respondents of male and female respondents on the influence of executive authority and the operations of small-scale enterprises

Items	Gender of Respondents	N	Mean	SD	Df	t-cal	Alpha	P-val	Decision
1	Male	21	2.2500	1.50000	33	-1.04	0.5	.373	NS
	Female	14	4.0000	1.9					
2	Male	21	2.7500	.9574	33	-.234	0.5	.830	NS
	Female	14	3.0000	1.6					
3	Male	21	2.5000	1.2909	33	-1.03	0.5	.375	NS
	Female	14	4.0000	1.9					
4	Male	21	2.5000	1.7320	33	-.258	0.5	.813	NS
	Female	14	3.0000	1.6					
5	Male	21	2.7500	.95743	33	-.234	0.5	.830	NS
	Female	14	3.0000	1.6					
Male			12.75	1.2876					
					33	0.562	0.5	.644	NS
Female			17.00	1.7200					

Key: level of Sig. =0.05; NS = Significant; S = Significant

Analyzed data in Table 3 shows that the t-value calculated of -0.562 was less than the p-value of .644 at 0.05 levels of significance and 33 degrees of freedom. As a result, the null hypothesis is accepted. This demonstrates that there is no significant difference in the mean rating of executive authority and the operations of small-scale enterprises based on gender.

Research Hypotheses two

There is no significant difference in the mean rating of budget preparation and the operations of small-scale enterprises based on age

TABLE 4: Independent t-test of mean rating of responses of respondents with 18 years to 35 and those with 36 years and above on influence of budget preparation and the operations of small-scale enterprises based on age

Items	Age of Respondents	N	Mean	SD	Df	t-cal	Alpha	P-val.	Decision
6	18-35	19	2.7143	1.25357	33	-.288	.050	.141	NS
	36 and above	16	2.8462	.80064					
7	18-35	19	3.1429	.37796	33	-1.030	.050	.079	NS
	36 and above	16	3.5385	.96742					
8	18-35	19	3.0000	1.15470	33	-.695	.050	.781	NS
	36 and above	16	3.3846	1.19293					
9	18-35	19	3.1429	1.06904	33	.426	.050	.658	NS
	36 and above	16	2.9231	1.11516					
10	18-35	19	3.4286	.53452	33	1.060	.050	.182	NS
	36 and above	16	2.9231	1.18754					
	18-35		15.4286	4.3898					
						.105	.050	.365	NS
	36 and above		15.6154	5.26369					

Key: level of Sig. =0.05; NS = Significant; S = Significant

Analyzed data in Table 4 shows that the t-calculated value of .105 was less than the p-value of .365 at 0.05 levels of significance and 33 degrees of freedom. As a result, the null hypothesis is accepted. This demonstrates there is no significant difference in the mean rating of budget preparation and the operations of small-scale enterprises based on age.

Discussion of the Findings

Executive authority and responsibility the operations of small-scale enterprises in Calabar South Local Government Area of Cross River State

The result of the finding shows that male and female small-scale enterprises do not significantly differ in their mean ratings on the influence of executive authority responsibilities and the operation of small-scale enterprises in Calabar South Local Government Area of Cross River State. This finding indicates that respondents are of the view that budgetary executive authority influences the operations

of small-scale enterprises, and there is a need for small-scale business operators to be up and doing in their functions to ensure the sustainability of their business operations. The finding in this regard could be that executive authority and budgetary control are key organizational and institutional variables in a modern phenomenon. The finding is in line with Drury's (2015) finding that budgeting influences the operation and existence of small business operations. In agreement with Mcalpine's (2000) findings, an executive authority budget is essential and important to ensure that the budgeting scheme is comprehensive and effective for the running of any organization, and it could help the organization's staff to know their responsibilities under the scheme: what needs to be done, how it should be done, and how performance will be measured. He further stated that these requirements are fulfilled through comprehensive material procedures. In agreement with Owler and Brown (2015), their findings revealed that executive authority and responsibility, as well as budgeting control, are expected to be viewed from a humanistic perspective. This is because the human aspect of budgeting is much more important than the accounting techniques. The success of any budgetary system depends on its acceptance by those saddled with the responsibilities of managing the budget and by the company members who are affected by the budgets. However, the study disagrees with Pogue (2007), whose findings revealed that it is not enough to prepare budgets; for the successful operation of small-scale business enterprises, one must monitor and ensure the operation of the budget to ensure its effectiveness, and the behavioral aspect must be appraised. He emphasizes that the three major types of budgeting systems used by the management of any organization for the purposes of planning and controlling These include fixed budgeting, flexible budgeting, and incremental or zero-based budgeting. A fourth classification, which encompasses the different types enumerated above, includes the master budget. Ray's (2015) study revealed that when a budget is prepared, it brings profit to small-scale business enterprises. Moreover, emphasize that the budget should include sales and costs estimated for the budget period as a single position.

Budget preparation and the operations of small-scale enterprises in Calabar South Local Government Area of Cross River State

The findings of this study indicate that the respondents age does not have any significant difference in the mean rating on budget preparation and the operations of small-scale enterprises in Calabar South Local Government Area of Cross River State. That is to say that the respondents are in agreement that budget preparation influences the operations of small-scale enterprises. The findings are in line with Horngren (2010), who noted that effective budget implementation is usually assessed by addressing various variances between actual performance and budgeted performance. It is a way to accurately track what is coming in and what is going out. That gives you the data to determine where you can make changes in your income and expense strategies to make the most efficient use of the money you have. A budget has been defined by the Chartered Institute of Management Accountants (CIMA, 2014) as a financial or qualitative statement prepared and approved prior to a defined period of time for the purpose of attaining a given objective. It may include income, expenditures, and the employment of capital.

The findings of Wnuk-Pel and Christuakas (2018) approved this finding, which stated that budgetary control plays a significant role in any establishment and that budgets help in relating the responsibilities of executives to the requirements of a policy and the continuous comparisons of actual with budgeted results, either to secure by individual action the objectives of that policy or to provide a basis for its revision. Blumentritt's (2006) study revealed that budgeting helps in allocating resources to the successful running of organizations, and it could control financial resources, activities, and investments and monitor the performance of managers and employees. This may be so because budgets are an expectation of what a manager agrees is achievable within the immediate future and are mostly expressed in financial terms. Libby and Lindsay (2010) opined that the purpose of budgeting is to give

management an idea of how well a company is meeting its income goals, whether or not expenses are in line with predicted levels, and how well controls are working. If properly used, budgeting can and should increase profits, reduce unnecessary spending, and clearly define how immediate steps can be taken to expand markets (Suharman, 2011). In order to achieve this, Viscione (2014) recommended that management build a budgeting system that would set acceptable targets for revenue and expenses, increase the likelihood that targets will be reached, and provide time and opportunity to formulate and evaluate options should obstacles arise.

Conclusion

Based on the findings, it was concluded that executive authority accountability and budget preparation had an impact on the operation of small-scale firms in Cross River State's Calabar South local government area. This is to state that embracing budgetary control by small-scale firms will improve their performance and raise the country's sustainability for economic growth and development.

Recommendations

Based on the findings, the following recommendations were made:

1. The management of small-scale enterprises should exercise executive authority over their operations.
2. The management of small-scale enterprises should endeavor to be engaged in budget preparation for the sustainability of small-scale enterprises.

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