Chapter One

Introduction

1.1 Background to the Study

The third level of education which is post-secondary in nature at Federal and State levels are known as tertiary institutions. They are saddled with the responsibilities of providing educational services in the area of training and equipping students to produce skilled manpower in the field of research, technology, commerce and industry for the progress of the nation. They operate basically on budget, which is a planned quantified statement represented in expected income/proceeds and expenditure for a specified period to achieve a specific objective obtainable from the purse of the government.

It is highly expected that tertiary institutions provide educational services, but in the long-run there has been on several occasions the occurrence of industrial disharmony and unrest between the government, management, staff unions - Academic Staff Union of Universities (ASUU), Academic Staff Union of Polytechnics (ASUP), Senior Staff Association of Nigerian Universities (SSANU), Non-Academic Staff Union (NASU) among others with Student Union Governments (SUG) of the tertiary institutions, which posed the question whether the management and stakeholders are effective in their operations[1,2]. Hence, budgeting process and organizational effectiveness are two important concepts under observation which forms the basis of this research.

A budget is a key instrument of accountability and control of different functional areas of business, precisely that of finance in any system. In any business venture and all activities that require the employment of scarce resources, there is need for forward planning, and to check if the benefits likely to result exceed the costs that would be involved.

Various entities in private and public have defined budget but have the same philosophical and conceptual perception. For instance, in government and quasi-government entities, budget is looked at from legal point of view, as estimate of proposed expenditures and means of financing the financial operations of an organization for a given period of time. Business sector looks at it in monetary term as a quantitative plan of actions and policies which are prepared and approved before the time to which it relates[3].

An entity that is committed to budget and budgetary control has a greater probability of success than those that are not committed. The operation of a budgetary system in any business unit, presupposes the existence of responsibility centres and operation of responsibility accounting system; or else the budgetary system would merely add a cosmetic value to the organization.

Some questions which are fundamental to the budgetary system if it must be understood need to be asked, and answers found to them: Who are the preparers of budget? How do they generate information for this exercise? How are the advantages and results of the budgeting process assembled and integrated into the scheme of operations to enhance efficiency and profitability of future commitments?

In deciding who prepares budgets, it is deemed necessary to emphasize that there are different kinds of budgets. The kind of budget will determine who prepares the budget. For example, budgets relating to particular department will be prepared by that department, while the budget for the whole organization known as master budget is prepared by the budget committee[4].

Information is gathered from forecasts, long-term organizational plans and objectives, past results, internal data on capacities, limiting factors, reviews of the economic trends, results obtained from market research and so on. When actual and budgeted figures are compared and variances are highlighted through budgetary control reports, then control is attained.

Organizational effectiveness, being the dependent variable, deals with how operations of an organizations are measured to achieve their projections. Organizational effectiveness represents the extent to which corporations realize formulated goals, which are subjected to the following: management of talent, leadership development, organization structure, measurements and scorecards design, change and transformation implementation, smart processes and technology deployment useful in managing firms' human capital and broadening human resource agenda. However this study focused on service delivery and employee's commitment as measuring tools for organizational effectiveness.

Budgeting Process as the independent variable in this study is measured with budget planning, budget preparation, budget implementation and budgetary control as indicators.

1.2 Statement of the Problem

The role of adequate budgeting process is of paramount importance to the achievement of the expectations of stakeholders of tertiary institutions to provide qualitative educational services in the area of training and equipping students to produce skilled manpower in the field of research, technology, commerce and industry for the progress of the nation.

Nevertheless, there has been on several occasions the occurrence of industrial disharmony and unrest between the management, staff and students of the tertiary institutions. This in turn caused unnecessary delay in the completion of the academic activities of the students within the stipulated time. This disruption always affect the actualization of the main objective of tertiary institutions to produce skilled manpower within a record or specified period of time. This posed the question of whether the management and other stakeholders are being effective in their operations.

Tertiary institutions draw budgets annually, however, there are inconsistencies in the budgetary planning, preparation, implementation and control which poses threat to sticking to the drawn budgets. This has resulted in failure to meet budgetary obligations in many of these institutions. There have been delays in payment of staff salaries, suppliers, execution of capital projects such as construction of lecture rooms, research laboratories, acquisition of teaching aids/equipment, provision of basic amenities such as electricity, water, good roads etc. and school activities have been stalled because of lack of funds to actualize these, though the activities were budgeted for.

However, it is of great necessity to explore these irregularities and failures in budgeting process and organizational effectiveness in tertiary institution. The management in the tertiary institution needs to have a deep insight into the concept of budget and budgeting process; there is also practical necessity to ensure the acceptance of budget and budgeting process as an efficient managerial tool vital to the planning, coordinating and controlling functions.

Even though several research studies have been conducted on budgeting process and organizational effectiveness but it is sufficient to note that the aspect of The Polytechnic, Ibadan as a tertiary institution has not been majorly focused on which creates a missing gap to be filled, most especially in the geographical location of Oyo State, Nigeria[5,6,7,8,9,10,11,12,13,14].

1.3 Aim and Objectives of the Study

Assessing budgeting process and organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria is the aim of this study.

Its objectives are to:

i determine the effect of budget planning on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria;

ii assess the effect of adequate budget preparation as a tool for organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria;

iii examine the functional-relationship between budget implementation and the organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria;

iv evaluate the influence of budgetary control on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria;

v investigate the effect of budgeting process on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

1.4 Research Questions

These questions were examined and analyzed in testing the budgeting process and organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria:

i what is the effect of budget planning on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria?

ii what is the effect of adequate budget preparation as a tool for organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria?

iii what is the functional-relationship between budget implementation and the organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria?

iv what is the influence of budgetary control on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria? and

v what is the effect of budgeting process on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria?

1.5 Hypotheses

These null hypotheses were tested in the course of this research work:

$H_0$1: there is no significant effect of budget planning on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria;

$H_0$2: there is no significant effect of Budget preparation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria;

$H_0$3: there is no significant effect of budget implementation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria;

$H_0$4: there is no significant effect of budgetary control on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria;

$H_0$5: there is no significant effect of budgeting process on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

1.6 Significance of the Study

The study has significance to management of The Polytechnic, Ibadan; government; tertiary education administrators; existing literatures; regulators and policy makers.

Findings of this study shall help the management and stakeholders of The Polytechnic, Ibadan, Oyo State, Nigeria in enhancing their budgeting process towards the actualization of their specific objectives.

Also to the government and tertiary education administrators, it shall help them in detecting budgeting process irregularities in tertiary education budget commitments and guarantees methods to effective budgeting process with control evaluation respectively.

Existing literature on budgeting process and organizational effectiveness in tertiary institutions will be added to while it shall also enhance the ability of the regulators and policy makers in formulation of appropriate policies, which will enhance adequate budgeting process in tertiary institutions.

1.7 Scope of the Study

Essentially, the study intended to consider budgeting process and organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, as budgeting process has been explored in small and medium-scale enterprises, manufacturing companies, primary, secondary and tertiary educational institutions together with their efficiency in various geographical locations but not particularly at The Polytechnic, Ibadan situated in geographical location of Oyo State, Nigeria.

In order to carry out this research effectively, questionnaire administration was employed which was distributed to both the teaching and non-teaching members of staff of The Polytechnic, Ibadan using simple random sampling technique in order to collect recent and reliable data that will be a great asset to the conduct of the research.

Expectations are that tertiary institutions provide educational services of which budgetary allocation from the purse of government is the major means of financing it at The Polytechnic, Ibadan. Hence the need for management in this institution to have deep insight into the concept of budgeting process as the independent variable measured with budget planning, budget preparation, budget implementation and budgetary control as its indicators while using it to assess the organizational effectiveness which is the dependent variable that measures performance in the area of provision of adequate educational service delivery and employee's commitment. There is also practical necessity to ensure the acceptance of budgeting process as an efficient managerial tool vital to the planning, coordinating and controlling functions.

1.8 Limitations of the study

Questionnaire were used by the researcher to collect data from respondents, this posed a great deal of difficulties that is cost-centred which includes; cost of distribution of the questionnaire and collection from respondents.

Distributing the questionnaire to the members of staff who are widely spread across the institution from the south campus, to the middle-belt and finally to the north campus was a great deal of task.

Collection of the questionnaire back from the hands of the respondents was also a limitation faced by the researcher as it was not easy to get the questionnaire from some of the respondents due to the fact that some are not available at the call-back period; some have misplaced the questionnaire, others do not complete the filling of the questionnaire.

1.9 Operationalization of the Research Variables

Organizational effectiveness being the dependent variable speaks volume about measurement of organizational performance in providing adequate satisfaction to the populace in the areas of qualitative service delivery, provision of required amenities for conducive teaching and learning environment for students through employee's commitment.

Budgeting process as an independent variable in this study is measured with budget planning, budget preparation, budget implementation and budgetary control.

Dependent Variable: Organizational Effectiveness

Independent Variable: Budgeting Process

Operationalization of the Variables:

Y = f(X)

Where:

Y = dependent variable = Organizational Effectiveness (OE)

X = independent variable = Budgeting Process (BP)

Organizational Effectiveness = OE

Therefore: Y = OE

Y = f(SD, EC)

Where: SD = Service Delivery

EC = Employees Commitment

Budgeting Process = BP

Therefore: X = BP

X = f(BPl, BPr, BI, BCo)

Where: BPl = Budget Planning

BPr = Budget Preparation

BI = Budget Implementation

BCo = Budgetary Control

Functional Model:

BP = f(BPl, BPr, BI, BCo)

Therefore,

OE = f(BPl, BPr, BI, BCo)

Mathematical Model:

nBP = BPl + BPr + BI + BCo

Therefore,

OE = (BPl + BPr + BI + BCo)

Econometric Model:

$OE = \alpha + \beta_1 BPl + \beta_2 BPr + \beta_3 BI + \beta_4 BCo + \mu$

Where: OE = α when all other variables are zero (0).

$\beta_{1\text{-}4}$ = Coefficient of independent variables

1.10 Operational Definition of Terms

Budgetary Control : Continuous comparison of actual with budgeted figure to obtain variance in case there is any, either to secure by individual action the objectives of the organizational policy or to provide a basis for its revision.

Budget Implementation : This is the procedure where adopted budget as accredited by the legislative body are concerned with practical distribution of resources required to effectively attain organizational objectives.

Budget Planning : Management system carried out by a manager or budget officer used in developing/implementing policies correctly and effectively in order to achieve organizational goal.

Budget Preparation : This is the managerial procedure of an organization for generating information about the income and expenditure projections for a specific time.

Budgeting Process : The whole process which includes planning, preparation, implementation and control wherein organizational expenditure and revenue are accounted for within a specific period.

Employee's Commitment : Ability of an employee to devotedly perform his schedule

of duties.

Organizational Effectiveness : Ability of an organization to actualize its aim and objectives.

Service Delivery : A concept that deals with gaining the assurance of the public that they will have all that they desire from an organization.

Endnotes

1 D. Kayode-Adedeji, *Ibadan Poly Non-academic Staff begin Indefinite Strike*, Premium Times, January 22, 2019, available at https://www.premiumtimesng.com/regional/south-west/307195-ibadan-poly-non-academic-staff-begin-indefinite-strike.html

2 Punch Editorial Board, *Industrial Instability in Tertiary Institutions*, Punch Newspaper, 13th March, 2022, available at https://punchng.com/industrial-instability-in-tertiary-institutions.

3 A. Ganti; M. J. Boyle & R. Eichler, *What is a Budget? Plus 10 Budgeting Myths Holding you Back*, Investopedia, April 30, 2023, available at https://www.investopedia.com/terms/b/budget.asp

4 T. Stobierski, *How to Prepare a Budget for an Organization: 4 Steps*, **Journal of Business Insight Harvard Business School Online**, 2021.

5 R. Juwita & G. T. Murti, *Behavior Aspect of Public Sector Planning and Budgeting*, 2nd International Seminar on Business, Economics, Social Science and Technology, 143(2), 2019,196-198.

6 S. Nair; O. A. A. Radmanb & S. Ahamad, *The Budgetary Process and its Effect on Financial Performance, A Study of Small and Medium-Sized Enterprises in Yemen*, **International Journal of Innovation, Creativity and Change**, 14(4), 2020, 816-834.

7 C. Joseph & E. Ijeoma, *Impact of Budget Preparation and Implementation on Secondary School Administration in South-East States, Nigeria*, **International Journal of Applied Environmental Sciences**, 14(4), 2019, 367-382.

8 N. Kazeem; N. J. Bwala & S. Y. Dunga, *Constraints to Budget Implementation in Nigeria*, **World Journal of Innovative Research**, 7(4), 2019, 74-80.

9 O. N. Oladipo & A. Efuntade, *The Impact of Budget and Budgetary Control System on Tertiary Institution Financial Performance in Nigeria*, **Journal of Research Gate**, 1(2), 2020, 281-302.

10 R. Keng'ara & I. Makina, *Effect of Budgetary Processes on Organizational Performance: A Case of Marine State Agencies, Kenya*, **Universal Journal of Accounting and Finance**, 8(4), 2020, 115-130.

11 B. Oyewo, *Budgetary Participation and Managerial Performance in Public Sector Organisations: A Study from Nigeria*, **Journal of Research Gate**, 18(1), 2018, 47.

12 A. S. Omosidi; D. A. Oguntunde; F. K. Oluwalola & R. L. Ajao, *Budget Implementation Strategies and Organizational Effectiveness in Colleges of Education in Nigeria*, **Journal of East African School of Higher Education Studies & Development**, 10(2), 2019, 9.

13 N. P. Omeje; A. S. Ibeogu; E. O. Abah; C. E. Edeh & V. I. Nkwede, *Budgetary Control and Evaluation: Administrative Tool for Public Sector Performance in Nigeria*, **International Journal of Humanities and Social Science Invention**, 8(12), 2019, 1-9.

14 D. B. Bisong & J. H. C. Ogwumike, *Citizen Participation in Budgetary Processes and Effective Governance in Nigeria*, **Journal of Public Administration and Social Welfare Research**, 5(2), 2020, 1-11.

Chapter Two

Literature Review

In this chapter, what has been written by other authors and scholars in the past about budgeting process and organizational effectiveness with their submission about the concepts, will be reviewed. It consists of conceptual review, theoretical review, review of empirical studies, conceptual framework and summary of gaps in literature.

2.1 Conceptual Review

2.1.1 Organizational Effectiveness

Ability of an organization to actualize its aim and objectives is referred to as organizational effectiveness. Unlike organizational efficiency, it is measured using both quantitative and non-quantitative factors.

It can be measured by the following indicators amongst other: Management - who coordinates engagement of workforce, their productivity, organizational climate and teamwork; Accountability; experience acquired by employee; performance of organization -comparison of actual achievements with set goals, balancing expenditure against returns; organizational strategy - staying competitive, meeting demands of its customers together with tools and technology[1].

Interpolation of the following indicators will improve productivity and enhance organizational effectiveness in achieving the organizational goals and objectives within a record time.

In this study, organizational effectiveness measures considered include service delivery and employee’s commitment.

2.1.2 Service Delivery

Service delivery is a concept that must be treated with utmost importance as it gains the assurance of the public that they will have all that they require. However, poor service delivery has become the order of the day and a bane in the progress of the entire nation. The most prominent causes of poor service delivery include: shortage of funds, corruption, lack of citizen participation and political interference[2].

The outrageous effect of corruption has deprived management of their financial capabilities to nurture growth and development in our communities. This in turn resulted to deteriorating standard of living as corruption is being celebrated at different levels of government.

Shortage of financial resources makes service delivery challenging. Lack of funds emerges from inadequate inflow of cash from government and its untimeliness. Inability of the citizens to also pay for the services rendered to them as a way to contribute in their own little way in participating towards effective service delivery is also a problem.

Moreover, lack of adequate strategy in service delivery can also militate against the acceptance of the populace in performing their own quota in enhancing the performance of the firm or organization[3].

Political interference has also contributed towards negative service delivery from the populace. Service delivery is being exploited as support instruments to pick gain by lawmakers. On the other hand, choice of unskilled delegates to position of authorities may jeopardize performance of their mandate thereby compromising quality service delivery.

Service delivery is of great importance in tertiary institutions. The populace expects an outstanding performance from the public offices most especially in the areas of education where majority of their children are students. Giving them the opportunity to be in charge of this important aspect of life activities, the students are expected to be treated fairly and to finish their academic activities within the stipulated time.

However, service delivery, particularly in Oyo State can be rated as being average because end-users have not derived maximum satisfaction expected from them. This is as a result of insufficient funding in the procurement of necessary equipment/teaching aids for teaching and learning; delayed payment of staff salaries and other emoluments; inadequate infrastructural facilities such as modern lecture rooms, research laboratories, good roads and water which leads to incessant disharmony between the stakeholders.

2.1.3 Employee's Commitment

Employee's commitment has been a subject for discussion for several years by the scientific and professional public. The reason for this is not far-fetched as this concept has great influence on so many parameters in the work environment. The overall organizational performance is generally quantified by the commitment of their employees. Employee's commitment includes amongst others the commitment to oneself, colleagues, work, customers or clients.

There are 3 types of commitment in an organization which are affective, continuous and normative; each type is a reflection of why an employee is committed to an organization. Some employees are committed based on their belief in the value of the organization, others have moral obligations while the rest thinks about the risk involved in leaving the organization[4].

When employees are allowed to participate in activities that leads to decision making in an organization, they feel responsible and have higher commitment in carrying out these activities and equally triggers in them the consideration of the costs of not being involved. They will not see their behavior to work and others as fulfilling an obligation but belonging to the organization as a recognized personnel.

Affective commitment is an outcome of willingness of an employee to be committed to his work which later becomes passion that triggers emotional connection between the employee and the organization. The resultant effect of this is that the employee is highly motivated to actively participate in the development of the organization.

Continuous commitment is derived from the context of an employee discovering that his cost of leaving an organization which includes cost of seeking for a new job and loss of benefits is on the high side and thus remained committed to the organization. It is a kind of commitment that does not come from the willingness of the employee but out of compulsion. This type of commitment is common among the top echelon employees and employees with limited privilege of alternative employment. Having good plan for promotion of employees, enhanced reward system and career development can strengthen this type of commitment.

Normative commitment has to do with employee's decision to work in an organization for major reason which may include scholarship or grants enjoyed. Conversely, normative commitment has several factors embedded in it ranging from the personality of the employee and their level of job performance which can be detrimental to the organization as it weakens and does have adverse effect on employee's output.

A person's behavior or action is induced by motivation got from the organization. The manner in which a person does his work with excitement is highly a product of getting what he thinks he deserves and thereby helps him to intensify his effort in using his ability to make use of limited resources to achieve the organizational goal(s) [5].

Human needs have been categorized into five: physiological needs which are needs for survival such as food, clothing and shelter; safety needs; social needs; esteem needs and self-actualization needs[6]. Employees' incentives at workplace includes: improved working condition, money, job security, training/development and accessibility to information. Although human wants are insatiable but the aforementioned are the basic necessity that all human needs at one time or the other. When an employee is satisfied with these, it will adequately increase their morale and give them sense of belonging which will enhance their commitment.

2.1.4 Budgeting Process

Budget is a planned quantified statement represented in expected income or proceeds and expenditure for a specified period to achieve a specific objective. Budgeting is a planning process in an organization whereby expenditure and income over a specific period are accounted for. Budget is a plan document that provides facts about the projected income and how they will be expended for a specific period which is in most cases a year[7].

The communication method of budgeting can either be financial or non-financial which can be used as a devised mechanism to streamline money to be received and spent. It is a means of quantifying all the plans of operation whether they will achieve the desired results or be adjusted if otherwise which is not confined to money alone.

It is a fact that no one has the ability to be extravagant with money without qualifying its requirements. However, there should be readiness by individual and organizations to experience both sudden windfalls and cuts in budgets. Budgetary control system is a control function of the management widely practiced.

Budgetary control has been defined as "the establishment of budgets relating the responsibilities of executives to the requirements of a policy, and the continuous comparison of actual result with budgeted result, either to secure by individual action the objective of that policy, or to provide a basis for its revision"[8].

It involves comparison of actual results with planned results and obtaining the variations. It is the monetary and financial planning of an organization's targeted operations. Budgetary control involves analyzing results of implemented budget. Budgeting processes are necessary for protecting the financial health of an organization.

Budgetary planning and control are very important instruments of accountability and financial control. Budget is a product of monetary policies, legal and societal factors external to the unit itself. Budgeting logically provides managers/administrators with better information for efficient resources management and maintenance.

A budget is intended to synchronize the activities of the entire organization into a single whole.

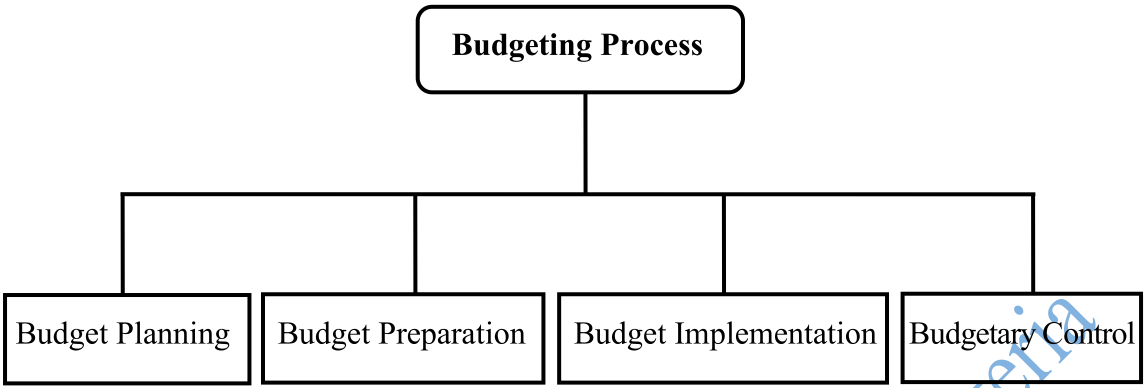

Fig. 2.1: Budgeting Process Indicators

Source: Researcher's Independent Variable Indicators

Ministry of Budget and Economic Planning normally prepares budget in the public sector using the traditional or incremental budgeting method. Budget approval passes through three levels which are: the ministerial, the executive and the legislative. Thereafter, the Chief Executive (President or Governor) will be required to affix signature once all the grey areas have been sorted out.

Prior to the issuance of budget preparation guidelines, precisely one to five months preceding fiscal year has been slated for the commencement of budget preparation. It started immediately the Ministry of Budget and Economic Planning receives policy pronouncement from the Presidency. Ministry of Finance or Ministry of Budget and Economic Planning then issues the guidelines in form of circular.

Departmental Committee on budget estimates are then set up immediately the circular is received by the various Ministries, Departments and Agencies (MDAs). The committee will be led by the Permanent Secretary from the submitted budget proposal by departments, divisions, branches and units of the Ministry. Sectional requirements are critically examined and thereafter packaged as the Ministry's representations to the Presidency or Pre-Treasury Board.

During the ministerial phase, the Ministry of Budget and Economic Planning or Ministry of Finance will constitute a committee called Pre-Treasury Board to review the submitted draft estimates from different ministries. After due consultations with the Ministries and Parastatals, the Pre-Treasury Board aggregates the budget needs and forwards them to the President or the State Governor for further consideration and approval.

The council of ministers or the executive council who are also recognized as the cabinet members considers and approves the draft estimate while national assembly or the state legislature then forwards the appropriation bill.

Thereafter, Chief Executive of the Federal/State Government in the person of the President/State Governor will present the budget package and gives a speech to the National Assembly or State Assembly at the State Government level. Budget proposals are considered by the standing committee of each house during budget session. The budget is then approved by each arm of the National Assembly or the State House of Assembly.

In case there is any inconsistency, a Finance Committee will be appointed by the two Houses to resolve such and their resolution is final. The consideration of budget proposals is the final stage done at the joint session of the two houses of the National Assembly or by the House of Assembly at the State level[9].

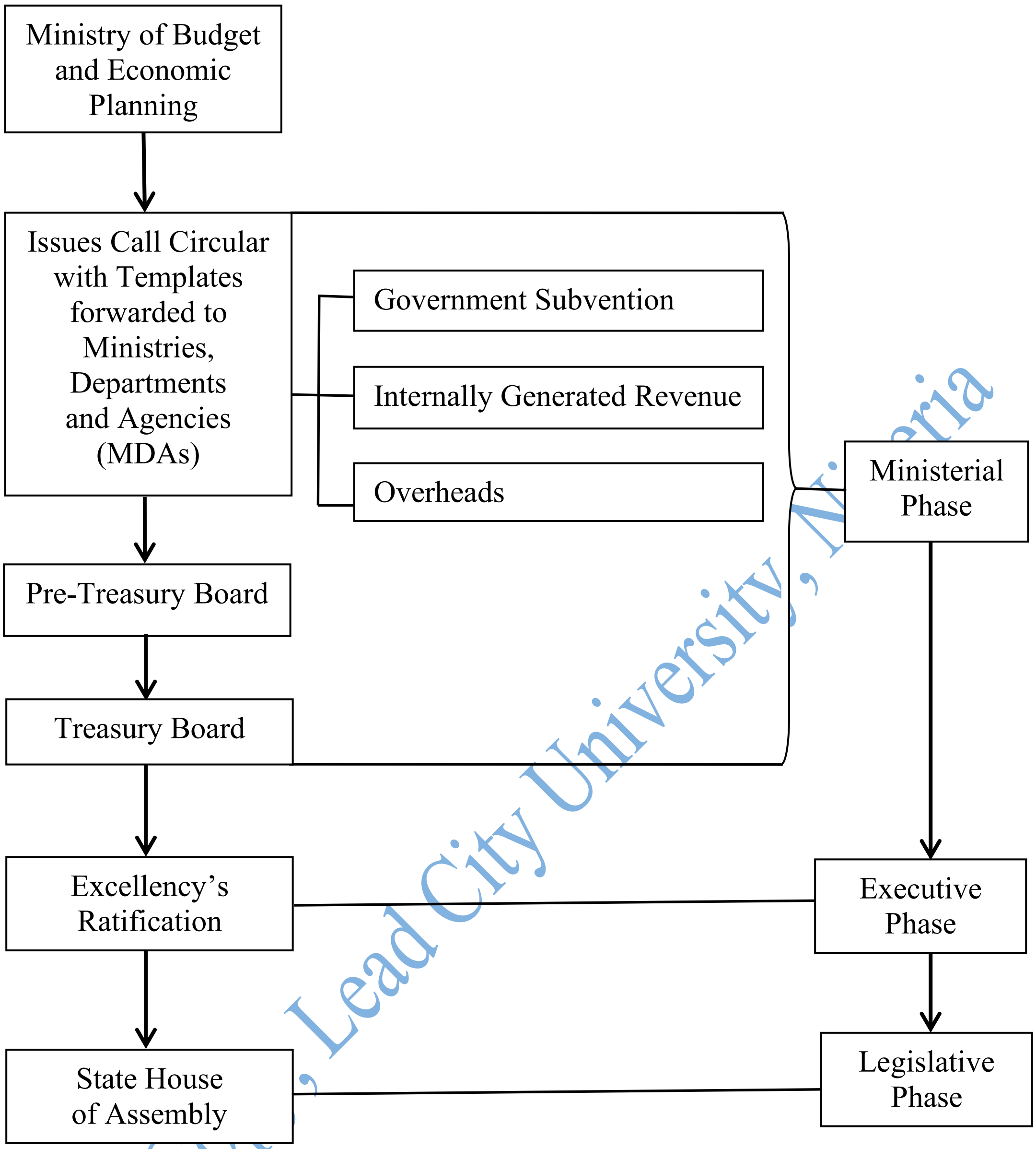

Fig. 2.2: Budgeting Process in Public Sector (Oyo State, Nigeria) [9]

The excess of estimated incomes over estimated expenditures in budget results to surplus. On the other hand, budget deficit is as a result of estimated incomes being lower than estimated expenditures. The policy of the government covers both surplus and deficit financing.

An annual estimate is the budget for the fiscal period. The 3 (three) tiers of government which consists of federal, state and local levels prepare budgets on yearly basis to be approved by the Legislature. They use the traditional or historical or incremental or line-by-line budgeting method.

Supplementary allocations may be requested for from National Assembly or State Assembly by the government due to occurrence of unanticipated event which may require more funds during the year. The following are the conditions for approving supplementary estimates:

1 If the need is unanticipated as at the time of approval of current estimates;

2 If need is so urgent that the provision cannot be delayed until the next annual estimates are approved and;

3 If the voting of the additional money will be used for the betterment of the populace.

Budget implementation in the public sector have been grossly affected by the following factors amongst others:

1 Human Element: The integrity and acceptability of the government functionaries that are involved. The accountability, probity and reputation of the operative of the system will also affect the success or otherwise of the budgets.

2 The Capability of the Nation: Logistics-wise, does the nation have the logistics that is, funds, quality human resources, etcetera to execute the project?

3 Inflation: This reduces the ability of consumers to buy needed goods in the quantity desired. Reduction in the monetary value adversely affects implementation of budget during the year since the revenues would not match the expenditure.

4 Government Policy: Regular changes in the policies of government can affect the implementation of the budget, hence the need for it to be harmonized.

5 Proper Co-ordination Deficiency: The public sector budget implementation is hardly coordinated. Therefore, goals and objectives as planned may not be achieved.

6 Delay in the Release of Funds: Government sometimes delays the release of funds, especially for capital projects. Money meant for capital projects are not released as and when due. This action leads to delay in the development of the economy.

The following are the basic steps needed in designing and implementing a sound budgetary process:

1 Establishing Objectives: This is the goal the organization wants to achieve. This could be medium or long term objectives and needs formal approval by the management. It should be worked towards and clearly defined by the organization.

2 Support from Top Management: The key executives' involvement is required and needed in order to encourage the support of all managers holding position of responsibility in the organization.

3 Determination of the Limiting Factors: It is essential for the management to identify factor(s) restricting performance in the organization prior to the budget preparation.

4 Organizational Structure/Chart: An organizational structure/chart defining clearly the duties and authority must be established and drawn up.

5 Coordinating and Reviewing: The top management should set up a budgetary committee which will review the budget and coordinate it respectively.

6 Final Approval/Acceptance: Master budget that consists of profit and loss accounts, financial position and a cash flow statements is an harmonized budgets which must be accepted and approved.

7 Budget Review: After budget acceptance, there is need for periodic review so as to ensure that the actual results agree with the budgeted figures. Monthly budget comparison to evaluate performance in order to take corrective measures should be strictly adhered to.

8 Budget Manual: A budget manual should be provided for managers responsible for budget preparation as a valuable source document to guide and give information about the budgetary process.

9 Records: Adequate accounting and information management records must be kept.

10 Budget Officer: This is the person who acts as the secretary to the budget committee, who is responsible for preparation, coordination and administration of budgetary control system.

11 Budget Period: There is no right budget period. Budget period can either be short-term or long term. The most common period used for budget is one year, coinciding with the company's financial year. However, some organization employs period of six months or even less.

Preparation of budget for tertiary institution deserves extraordinary care because if it is not properly prepared and it results to lack of funds it can cause unnecessary havoc to the progress of the institution and the whole system may be in disarray[10]. The following elements must be properly considered when planning budget for educational institution:

Institution's Nature: The kind and size of institution is of paramount importance in the planning and preparation of budget for educational institutions. Small budget with little effort is needed for small institution while larger one requires more tasks in its preparation. The process may be long and assiduous to be completed by one person as it will require inputs from vast numbers of people in the institution. However, tertiary institution under consideration which is The Polytechnic, Ibadan is a large one.

Wages and Salaries: In budget planning and preparation, adequate provisions needs to be made for the payment of wages and salaries of staff of the institution. Proper allocation should be made in case there may be need to absorb new employees during the year so that contingency funds will not be used for this purpose. Other necessary incentives that will be beneficial for the staff must also be budgeted for. This is what is operative at The Polytechnic, Ibadan.

Student's Stipends: Adequate allocation must be made for payment of bursary awards, scholarships and any other stipends that the institution may need to pay to students while preparing budget.

Purchase of Equipment and Maintenance: Adequate provision needs to be made for the purchase of new equipment and repairs as they will gulp a lot of money if not budgeted for initially which may be detrimental to the institution.

Office Materials: Stationery and other materials that are necessary for the smooth running of the office must be adequately budgeted for.

Transportation and Fueling: Purchases of new vehicles and maintenance of the existing ones together with their fueling must be strictly considered while preparing budget for the institution.

Library Maintenance: The library must be properly stocked with relevant/recent textbooks and periodicals that will be useful for both staff and students in their academic pursuits which should be included in the budget.

Contingency Fund: A separate account should be maintained to cater for unforeseen expenses and this will be provided for under contingency fund which will assist the institution in settling such expenses whenever they occur.

Highlighted and explained below are budget types.

Master Budget: The summary of plans of a company used in setting targets for production, sales, financing activities and distribution is known as master budget. It consists of cash budget, income statement, and financial position. The budgets are interconnected as one activity in one budget affects the budget of another.

Operational budget is concerned with budget of activities that has to do with the operations of the organization such as purchases of direct materials, production, sales, direct labour, overheads and administrative expenses.

Financial budget is made up of expected cash receipts and payments schedule from customers and suppliers respectively together with cash, income statement and financial position budgets.

Master budget gives a company direction and projection of cash flow while the time involved in producing it is higher[11].

Capital Budget - Capital budget is concerned with funding investment related long-term corporate financial projects of an organization which may affect the firm's capital structure.

Models such as the Capital Asset Pricing Model (CAPM) or the Arbitrage Pricing Theory (APT) can be used by managers to do their work. Investment that is long term in nature must be carefully selected because it involves a lot of capital which may be lost and irreversible if the investment is wrongly chosen[12].

Recurrent Budget: This is the budget that deals with items that are bound to occur often and often but their amount is not fixed in nature, such as salaries and wages, maintenance and utilities. A cushioned estimated numbers is adopted for this as revenues may be lower than expected.

Money management can be achieved through the use of recurrent budget as it recognizes that some costs may be unknown at the initial stage and thus makes provisions for it. Recurrent budget helps the preparer to identify funds available for fixed expenses. Rolling budgets into one may confuse the preparer in assuming that they have sufficient fund when it is not so which may in turn hinder the provision of useful social amenities necessary for improvements. On the other hand, allotting more money for capital budgets may also affects the payment of other operating expenses[13].

Functional Budget: It involves creating income and cost to be incurred for a particular process that operates in an organization known as function. It includes budget for purchasing/production cost, marketing cost, personnel and feasibility cost[14].

Static Budget: This type of budget does not change, it is fixed and constant. It integrates projected figures of inputs and outputs prior to the commencement of the activities.

When compared with flexible budget and actual results, it generates two variances: (1) sales volume variance, changes that occurred between flexible and static budget and (2) static budget variance, changes between actual results and static budget. Both variances are used in assessing increment or decrement of profit whether favourable or unfavourable[15].

Flexible Budget: This type of budget is used as a tool for evaluating the performance of an organization. It adjusts static budget for actual output level and its preparation cannot precede end of the year[16]. It normally asks the question: “If I had known at the beginning of the period what my output volume (units produced or units sold) would be, what would my budget have looked like?”

Budgeting techniques consist of the following:

Incremental Budget: Incremental budgeting considers provisions made from year before to apportion resources in the present year. However, it does not consider eventualities but allows for "spending up to the budget" to guarantee realistic apportionment thereafter[17].

Pros of incremental budgeting includes stable and gradual changes; easy coordination and feasible effect of changes while its cons are no cost reduction facility and maintaining spending up to the budget.

Rolling Budget: As the name implies, rolling budget is a type of budget that incorporates addition of new budget to the just completed budget. It require more attention of management than when the organization is operating static budget. Someone needs to be assigned to monitor this model and do necessary adjustment using the previous incremental budget[18].

Planning, Programming, Budgeting System (PPBS): Profit-oriented organizations employs this as a complement of long-term process as it is used in analyzing output and search for substitutes for effective ways of accomplishing basic programme activities[19].

PPBS empowers organizations that are non-profit to have informed decision on how to distribute resources in order to satisfy the goals of the organization. It allows the management to recognize the activities, functions or programmes to provide thereby establishing foundation or assessment of their worth and effectiveness.

Programme and Performance Budget: Funds are allocated based on program in a program-based budgeting while resources are apportioned based on targets and goals set by the organization in performance based budgeting. A system that assesses and reports the achievement of goals is put in place. Information gathered enables the management to determine futuristic events of the organization.

Inputs, outputs, outcomes, impact and budget reach are main components of a performance budgeting system. Inputs are all those resources that produce outputs; outputs are the services and goods produced; outcomes measure the progress toward program objectives; impacts include goals; and reach refers to the beneficiaries of a project[20].

Rational approach in budgeting is adopted in performance budgeting as costs involved are weighed side by side with benefits to be enjoyed before an organization can allot an amount to a department in which the department must be able to justify the spending of such amount, failure to do this can result in reduction of amount to be given in funding such department or activity.

Zero-Based Budget: This type of budget presumed that all program are proposed for the first time and involves managers starting their budget at zero level[21]. Considerable scrutiny is applied to this process on yearly basis as it is not in line with traditional budgeting. A manager is presumed to be entitled to budgeted amount in the last year all things being equal under traditional budgeting.

This concept propounded by E. Hilton in 1924 emphasized annual re-justification of budget programs and has since been getting immense attention being a new approach to budgeting process from experts in business. Thereafter, the technique was employed successfully by Jimmy Carter, Georgia governor, who happened to be former President of America in 1962. The technique gained world-wide acceptance today through the effort put in place by P. A. Phyrr with his presentation on “Zero Based Budgeting” article in a logical method in 1970.

ZBB is time-consuming, expensive to practice and managers involved in its preparation due to their expected roles and responsibilities might feel insecured and threatened. The budget unit are responsible for the preparation of departmental decision packages submitted by various units and evaluated through ranking and systematic analysis based on relativity in order of importance. This in turn enables top management to value decision package individually and justify the cost involved using the ranking system to apportion effectively the limited resources.

Zero-based budgeting encourages the achievement of corporate objectives and fortify economic and financial investigation of an activity before embarking on it in order to reduce the risk element.

Limitations to zero-based budgeting includes: its costly effects which hinders small business organization its affordability, the annual reviews turns out to be mechanical as time goes on and makes it lose its objectivity, problems in identifying decision units and packages to embark upon, it requires expertise handling with experience and intelligence amongst others[22].

Benefits of budgeting and budgetary control includes:

1. It helps in coordinating the activities of functions and departments in an organization when it is prepared.
2. It assists in the area of controlling expenditures when variations have been known to instill financial discipline.

3 It serves as motivation to lower and middle management in achieving organizational goals and targets as they are involved in the process.

4 It is a means of communicating policies and objectives of the organization with all levels of management.

5 It helps in enhancing management by exception as clearly defined roles are passed on to subordinates and they are given authority to carry out the required tasks.

6 Its integration promotes cash and working capital management.

Problems that could emanate from budgeting and budgetary control are: difficulty of developing realistic objectives and standards; lack of flexibility as a result of well-documented plan; inability to accommodate current conditions due to standing organizational arrangements; resentment and low morale due to behavioral elements in its handling; budgeting for price levels will largely be a guess work due to unknown rate of inflation in the future.

It is not possible to state any definite rule as to the proper length of time which a budget period should cover. In addition, it should not be overlooked that the longevity of length of time of a budget can adversely impact the business of the organization due to general changes in economic climate with lack of adequate budget officer.

2.1.5 Budget Planning

One of the major components of budgeting process closely related to budget preparation, implementation or execution and budgetary control is budget planning. For budget planning to be adequately executed, there will be need for all officers concerned in all spheres of the organization, that is, ministries, departments and agencies to have mutual agreement and cooperation so as to decide on areas to be funded with limited resources available.

A well-organized budget planning process involves mutually agreed relations and constructive cooperation of all participants at the state and local levels i.e. from budgetary institutions to line ministries and department which determines priority areas of budget funds based on available budget resources.

A very important tool for effectively planning and controlling an organization is budget. Budget planning is a system employed by the management, handled by a budget officer or manager as the case may be, in implementing policies correctly and effectively. It is also considered as the most effective means of achieving institutional goals in our educational institutions with the length of management experience acquired. Budget planning on income and expenditure should be mapped out in a way to ensure sustaining socio-economic development and administrative-territorial entities of a nation in order to achieve strategic goals and objectives of the organization while conserving budgetary steadiness and equilibrum[23].

Application of advanced technologies for the apportionment of budget funds to a further search in the context of the development of the budget process leads an effective budget planning implementation. This guarantees delivery of valuable budget services in different areas of public life and enhances the prominence of the results of budget funds. Budget planning is the best budgeting practice which is a method that is program-targeted but not a new measure.

Educational program will be geared-up while maximum results will be achieved through the utilization of existing inadequate fund thereby enhancing its effectiveness and efficiency. A process that involves joint resolution of stakeholders in determining ways and manners to achieve school goals is planning.

Worthy of note is the fact that educational sector is a significant area of budget programme which is crucial to the development and gives room to quality education's accessibility. Hence, budget planning is of paramount importance to achievement of the aim and objectives of educational sector.

2.1.6 Budget Preparation

It is of paramount importance for leaders both current and aspiring ones in the business world to possess skill of budget preparation. The projections of an organization as to funds that will come in is known as income and expenses are estimates of likely expenditures that will be incurred during the period under consideration. Budget could be prepared for a short-term period that is, monthly or quarterly or long-term which is annual budgets.

In preparing an organizational budget, several steps need to be taken among which are:

Understand your Organization's Goals: Every organization has its own goals or objectives that they have laid down as their targets, hence the need for the preparer of budget to have adequate understanding of this as it will help them in mapping out a good budget that will focus on achieving the goals of the organization.

Estimation of Income: In order to adequately apportion funds for expenditures, the income and cash flow for the period must be adequately determined. It could either be a simple or complicated process including income from various income heads of the organization.

Identify your Expenses: After ascertainment of projected income, estimates of expenditures need to be made as well. Expenses could either be fixed or variable costs in nature. The expenses that remain constant over a period of time are known as fixed costs while those that changes constantly based on several factors are variable costs.

Determine your Budget Surplus or Deficit: When income and expenses have been properly identified, they can be applied to the budget in order to ascertain whether there is projected income that can sufficiently accommodate the expenses. If income is more than expenses, then there is budget surplus but if expenses are more than projected income, then there will be budget deficit.

Budget preparer depends majorly on the organization's nature and its budgetary goals. A small business owner may prepare it by himself while a big organization needs someone from the accounting department who is vast in budgeting. However, individual departmental heads or functional leads may also be required to submit their budget proposals[24].

2.1.7 Budget Implementation

This is a very important stage under budgeting process. The executive is saddled with this responsibility which involves adoption of the budget as accredited by the legislative body. It is concerned with the total change of numbers in the original budget into the practical delivery of resources required to effectively attain organizational objectives.

Budgeting, most especially in Nigeria is bewildered with inadequate preparation to incomplete implementation. Nigeria has witnessed low level of budget implementation thereby restricting the executive arm's ability to efficiently and effectively execute projects that would improve the standard of living of the entire populace.

However, there are several delimiting factors that serves as clog in the wheel of progress of budget implementation which are: late disbursement of funds, neglect of budgetary policies, disregard of estimates specified in the budget, instability of appropriated funds disbursed among others[25].

2.1.8 Budgetary Control

Budgetary control involves monitoring and evaluation of budget in budgeting process. It is the stage that assess whether the amount for certain projects have been judiciously used for the intended purpose which suggests budget effectiveness. It affirms whether public funds disbursed for certain purpose have been used as expected and beneficiaries have been satisfied.

Budgetary control engages financial control which is the approach that secures assets and ensures that all financial activities are put on record towards restricting and curbing fraud and error in an organization. It involves revenue and expenditure control. Ensuring that the sources of income of an organization is sustained per time and organization's expenses are wholly, reasonably, exclusively and necessarily spent based on what the funds are for[26].

2.2 Theoretical Review

The researcher adopted agency theory for this study as it is useful in research that tries to find out, explain and forecast accounting practices that concerns principal and agent relationship which exist amongst shareholders and managers, with issues related to information asymmetry and moral hazard.

Stephen Ross and Barry Mitnick were the first scholars to propose the creation of agency theory independently and concurrently. Stephen Ross was the one who was wholly responsible in bringing about the economic theory of agency while institutional theory of agency was done by Barry Mitnick even though they possess similar concepts[27].

Economic agency deals with the selection problem of appropriate reward system commensurate as compensation that will motivate the agent to exhibit behaviour that will be in line with preferences of the principal. In doing this, the nature of incentive and contracting systems that will guide the apportionment of those incentives, conditions of risk and reasons for the choices of the actors must be adequately considered.

Institutional agency on the other hand focuses on problems of realm and sequences of decisions concerning incentives, removing the framework that constitutes the agency relationships from the analysis and thereby reducing conditions leading to decisions on incentives, constraints on contract and risk/uncertainty.

Agency theory identifies the contractual relationship between one party known as principal who delegates and the agent who carried out the tasks assigned by the principal. Principal delegates the task, finances the performance of the task and expected their return with profit while the agent is the one who in turn performs it for the principal in accordance with agreed terms[28].

An agent is usually hired by the principal to perform an act of service on his behalf and sometimes the agent does not only use the principal's resources but also makes decision with the resulting risks to be borne by the principal alone.

There are generally two key assumptions: 1. egoists nature of individuals which makes them to act selfishly, 2. their capacity as agents in having access to additional information and decision-making.

There are two types of agency relationship which are: 1. management teams – who may be more willing to take on higher level of risk in operating, marketing and investing and 2. shareholders – who are generally risk-averse, which is viewed as being prudent and conservative.

Investors and fund managers because of the aforementioned capacity that they have can make gain or evade loss at client's expense in the organization by having interest in a decision whose outcome is not in line with the clients, partiality on incentives relating to clients, favouring service providers at the expense of clients and collecting gifts or be entertained in a manner that could jeopardize the achievement of the organization's objectivity.

Although the principal is responsible for contributing and entrusting money to the agent, he does not possess the full capacity to control business processes. The principal bears the risks or loss of the business despite the fact that he funded the activity because the agent is the only one who possess the ability to make decision.

The conflict between the managers and shareholders is known as agency problem. When there is stagnation in the market value of share for long as a result of decision made by the managers thereby depriving the shareholders of the right to dividend, the shareholders might feel betrayed by the managers that they are acting in their own self-interest and not theirs. Enron scandal is an example of agency problem.

In solving agency problem, alignment of both managerial incentive and shareholder's interest has been proffered as solution. This can be achieved by giving managers shares as a form of incentives in order to gear them up in making decisions that will be tailored towards maximizing the value of shares in the stock exchange market.

However, in line with agency theory, the principal's wealth may not be maximized due to the fact that agent and principal: (1) have objectives which are different in nature; (2) have different attitude to information; and (3) have no equal tendency towards the risk.

Based on the assumption that all individuals have tendency to take full advantage of their own benefit, interest of principal and agent differs because individuals tend to maximize his benefit thereby giving rise to opportunism which makes the agent acts selfishly. Agent's opportunistic behavior is as a result of the height of information asymmetry.

Other principles that can be employed in reducing agency problem includes: 1. contract must be detailed, thorough and inclusive regarding incentives; 2. effect of agency loss can be reduced by restricting imposition; 3. evaluation of performance based on decisions; 4. transparency of both the principal and agent.

Criticism of Agency Theory

It has been observed that the adoption of agency board as mechanism for guiding and restraining managers' threat of abusing their power is no more a perfect model for modern day business settings, hence the need for a better option for its replacement. However, external threats are greatly reduced with the introduction of corporate governance.

Moreover, without proper control tools established in an organization, managers may abuse their power when making decisions in regard to the company's functioning. Also, due to lack of accountability possessed by shareholders and the presence of legal boundaries, shareholders should not be provided with an unlimited power of decision-making.

Also, the authority of shareholders can be expanded after providing a communication channel about the key changes within a company[29].

In this study, the principal is the Oyo State government, represented by the governing council, who owns and finance The Polytechnic, Ibadan while the management and the members of staff are the agents who manage the institution for the government.

The Oyo State government represents the interests of the populace who are the shareholders of the institution and expects an effective service delivery in teaching and learning procedures of their children who are the students of the institution. The government does this by providing fund for the smooth running of the institution through budget and expects adequate turnover of skilled manpower into the labour market which will bring about economical development to the state and the nation in general.

However, with the incessant industrial disharmony and unrest between governments, management, staff unions and student union governments, one can then ask the question whether the management and the stakeholders are effective in their operations thereby informing the study budgeting process and organizational effectiveness in The Polytechnic, Ibadan, Oyo State, Nigeria.

2.3 Review of Empirical Studies

2.3.1 Budget Planning and Organizational Effectiveness

The researcher examined aspect of behaviour of public sector planning and budgeting using qualitative (descriptive and analytical) methodology.

In the past, reporting financial information was the only basis for accounting, however, it now extends to giving more detailed information like managerial information, corporate social responsibility and corporate environment to back up financial reports as they are necessary for making decisions by users of financial reports.

The researcher observed that budgeting processes failed to follow due procedures and determined to examine the source of the problem from the point view of planning and budgeting taking cognizance of importance of human behaviour during implementation.

He concluded that information technology being the order of the day has brought about transparency which in turn affected positively budget officials' behaviour towards indicators of performance measurement such as job satisfaction, role ambiguity, employee transfers and other social/psychological factors[30].

The researcher adopted descriptive research with a qualitative approach while examining the implementation of collaboration planning and budget performance information for special allocation fund in budget planning in the regional development planning agency of Rokan Hilir regency.

In his opinion, he reiterated that public policies' information should be circulated to performers of such policy for them to have sufficient knowledge of what is anticipated of them in executing the policy statement to achieve policy's aim and objectives.

He recommended presenting in a succinct manner the policy elements and the objectives of the organization. Of highest importance in budget planning is the communication of basic measures' uniformity and objectives for adequate awareness of policy implementers.

Policy planners' effectiveness is influenced by their capability to adequately plan an organization's budget. For a policy to be wholly planned and accurately implemented, the workers must understand its intent and purpose. Ambiguous usage of words should be circumvented in order to understand policy and produce best results.

From his observation, obstacles still exist in the mode of communication in Rokan Hilir district itself as a result of inconsistency in the central government on the approved budget amount from the projected Physical Special Allocation Fund budget plan regardless of efforts utilized in disseminating necessary information to central and regional levels.

Poor communication is a pointer to poor planning which is as a result of modifications in the initial information given on the location of activity and selected center. Lack of adequate manpower who have the capability of analyzing previous year's mistake as a stepping stone for the incoming year was also identified from the results of the interviews conducted.

The researcher concluded by recommending execution of a budget plan with allocation system for collaborative planning and information on budget performance for special physical allocation fund.

The procedure is that each Regional Apparatus Organization will present a draft activity and budget to the Regional Development Planning Agency, which will later be given to

Rokan Hilir Regency Regional Development Planning Agency who will submit it to the center after its verification and validation for its realization[31].

The budget planning determinant factors at state primary schools in Yogyakarta Province was studied by researcher in order to explain the elements that affect budget planning at the State Primary School with the use of quantitative research methods.

Development of student's ability and provision of strong educational foundation at the junior high school and further levels are the two basic education's functions. Goals of national education serves as guidance for achieving the Elementary School (ES) objectives. To accomplish the itemized goals, supportive incomes are required to implement them. Funding and its source plays a crucial role in educational management.

Articles 50 and 51 No 17 of 2010 Government Regulations have it that in accordance with their authority, education units have an obligation to formulate and establish education policies. One of the education policies that become the school's obligation is to prepare school work planning and prepare annual budgets and expenditures. The government hopes that with school work planning, it will be easier to monitor and evaluate school development. The school work planning serves as working instruction/guide in determining the needed educational resources for development of schools.

The school work planning's preparation is designed to exclusively cover student's needs and serves as guidelines for teaching and learning programs' implementation to fulfill the stakeholder's expectation and school conditions.

Organizational goals need to be determined before planning a budget. The aim of the education program is to provide high-quality education that will prepare students to be active citizens, thinkers, critics, lifelong learners, and prepare students for their future as schools are expected to preparing young people who are active and competent as part of their roles.

Well-planned planning will increase the effectiveness and efficiency of an education program. Planning will help educational institutions achieve maximum results even with limited resources. The planning process is the determination of the steps that will be taken into account to achieve school goals. Therefore, school objectives are determined jointly by the principal, teacher and school committee for the benefit of student learning.

Data about planning will be used as a consideration in achieving goals that include school needs and conditions at that time. The success of school budgeting is influenced by the involvement of all parties, namely from the principal, teachers, students, parents, and the community. The budget planning process for school expenditure has involved principals, teachers, and school committees. School budget planning is very important to implement school objective in improving school quality. Therefore, government must pay attention to school in helping school budget planning so that schools' programs can be run well. School objective need to be socialized to community so that the community can give advice to school on what they should do in improving school quality. School management need to be improved well because school management can determine what programs should be implemented with school budget. School budget planning must be arranged by someone who has experience and strong commitment so that school budget planning can be done well without any mistake[32].

Analysis of the budget planning process and budget execution process was examined by a researcher using qualitative research design with an ethnomethodology approach.

Planning is an inseparable unit from the process of organization management. Meanwhile, budgeting is the process or method of preparing a budget. In public sector organizations, budgeting is part of the political process. Public sector budgeting is related to the process of determining the amount of funds allocated to each program and activity. In conducting planning, there needs to be a division of the budget according to each activity that will be executed.

Planning is a highly important process that needs to be routinely done before executing its activities for every period. To draft the financial budget, the first step is formulating the strategic plan for a time period of five years, and then elaborating it into an annual performance plan.

The performance plan is a strategic document whose main purpose is to identify indicator of performance and target for every goal set based on rules that the government has established. After the departments have drafted and discussed internally, it will be discussed with all bodies which constitutes: head of service, subsector of planning and subsector of finance. The next step is participation in forums that will discuss further steps of the planning and budgeting process, until it can be legitimized and executed.

However, the human resource in the subsector of planning, still possesses weakness in terms of the working force, and further steps must be done, through possible help with the sector of finance to ensure its betterment. In addition, human resource quality needed to be enhanced, as there is still various misunderstanding in terms of understanding as well as ability as a whole.

Those factors contribute towards the inconsistency between the planning as well as the realization of the budgeting. Various events that are supposedly held are not done, due to negligence. Externally, revision and revamp are needed as a whole[33].

Another researcher examined new approaches in public budgeting which are citizen-centred, environmental-friendly, gender-responsive and participatory to contemporary budgetary system implementations adopting literature review method.

These approaches assure economic and social externalities' accountability created with the public budget. It involves the active participation of both citizens who participate in public financing activities and beneficiaries of the services[34].

2.3.2 Budget Preparation and Organizational Effectiveness

The researcher in this study examined impact of budget preparation and implementation on secondary schools in South East Nigeria and adopted descriptive survey method.

Poor funding, budgeting and preparation with management of funds has been identified as the major problems that affect tremendously the growth and development of Nigeria's educational sector.

Proffering solution to these, the researcher suggested that budget preparation procedures should be harmonized with utmost cooperation and participation amongst principals, teachers, community and government by allowing them to bring suggestions during budget preparation's process in order to enhance process of teaching and learning in an effective and efficient manner[35].

Qualitative (literature review) methodology was adopted by the researcher in examining designing zero-based budgeting for public organizations.

ZBB treats every project as if they were occurring for the first time. However, it expects every project managers to justify the amount of money being demanded from the beginning, not accepting the justification of last year's spending for allocation of present year's spending.

In analyzing and prioritizing funding requests ZBB process encourages all layers of management to participate thereby resulting to enhanced planning and better performance when evaluated[36].

Another researcher assessed the effect of allowing subordinates which includes managers and other employees to partake in budget preparation through budgeting and budgetary slack creation in Nigeria with survey research design.

He observed that among Nigerian firms' employees, budget participation is consequential to creation of budgetary slack. He suggested that management of quoted Nigerian firms should monitor their employees closely most especially during the period of budget preparation process in order to eliminate imbalance of information and to reduce prospect of budgetary slack creation[37].

2.3.3 Budget Implementation and Organizational Effectiveness

In study on constraints to budget implementation in Nigeria, the researcher answered the question concerning the reason why national budgetary process in Nigeria as a nation constantly witness procedural indiscipline and catastrophic implementation. Questionnaire and other secondary data sources were used.

He observed that poor and impractical policy implementation has overtime been the misery of socio-economic development in developing countries and by extension, Nigeria. Budget implementation is more than execution of the budget that has been approved. In virtually all country, the implemented budget differs from the approved one as a result of the country's economic conditions, financial stability and certainty, finance ministry's role, and budget system used.

Manager's spending discretion is based on experience of more than one variance in an extremely enumerated budget. However, the countries with inadequate management controls may not be able to follow the trend in contemporary public management which gives spending units more flexibility in implementing their budgets.

The researcher's findings ranked Nigeria's fiscal performance as sub-optimal but fairly satisfactory. Hence, budget implementation should be revised periodically to make sure that programs are implemented successfully and to ascertain any financial or policy slip-ups. Budget implementation review should consist of indicators on financial, physical and other performance. He therefore suggested monthly review of financial budget implementation and comprehensive midterm review of budget implementation[38].

The researcher using descriptive method examined the impact of budgetary participation on managerial performance in public-sector organisations in Nigeria.

Budgeting has been used for various purposes as a popular practice in public-sector organizations which includes: organizational planning, monitoring and coordinating of organizational performance.

He opined that budgetary participation has brought significant and positive impact on functions of managers but public-sector organizations need to adopt refined budgeting techniques to curtail the traditional budgeting predicament that public-sector organizations are combatting with[39].

Examined by the researcher in the study is the relationship between budget implementation strategies and organizational effectiveness in colleges of education in Nigeria using simple random sampling and stratified random sampling.

During the planning period and as additional objectives for action plan, budget plays unquantifiable role in educational cost's planning, programming and controlling.

Findings of the study buttressed the fact that budget implementation strategies and organizational effectiveness are significantly related in the colleges of education. Departments concerned with the preparation of fiscal budget that is workable should be equipped with technical assistance units[40].

Adopting online and direct survey techniques, the researcher examined the determinants of performance-based budgeting (PBB) implementation in higher education institutions (HEIs) in Indonesia and also its impact on HEI quality.

Higher Education Institution (HEI) sector also experiences competition as it exists in the business sector. This has necessitated higher education institutions to be challenged in adjusting their organizational structures and internal management approach because of external pressures such as competition in labour and education markets so as to provide better quality education as this will go a long way in achieving their aim of sustaining their national and global market positions[41,42].

Globally and nationally, the competitive advantage of Higher Education Institutions are rated by Accreditation Assessment Institution measured in accreditation predicate by its quality[43].

This is to encourage HEIs to apply good university governance (GUG) practices which is an element of performance-based budgeting (PBB) as one of its focuses.

Management competence and reward systems on PBB implementation have an impact which is positive while PBB also have positive effect on HEI quality.

The results of the study gave insights to new look into the determining factor and consequences of PBB implementation in the HEI sector in terms of theory[44].
In a study on budget implementation and economic growth in Nigeria: an exploratory review (2014-2018), the impact of Public Capital Expenditure (PCE), Public Recurrent Expenditure (PRE) and Public Debt Expenditure (PDEX) on economic growth of Nigeria was investigated by the researcher adopting expost factor research design and related secondary data.

The study showed that controversy over the oil benchmark which slowed down the National Assembly's enactment of budget due to disagreement over the price to be used for budgeting purposes was witnessed in 2013. Budget padding and misplaced budget also was observed in 2016 budget.

Budget is planned to induce production sector's growth, curb pressures on inflation, maintenance of foreign exchange reserve and correction of deficit on balance of payment.

The researcher discovered that Public Capital and Public Recurrent Expenditures have significant impact on Gross Domestic Product while Public Debt Expenditure (PDEX) has no impact.

He then suggested that government should concentrate budgeting more resources on Public Capital Expenditure and Public Recurrent Expenditure, implement and monitor the budgets for anticipated economic growth[45].

This study investigated the effect of budget implementation on economic growth in Nigeria using research design of Ex-post facto with secondary data.

The researcher in his reviewed literature opined that government budget from layman's perspective is a concept which is an estimate of government income and expenditure for a specific period of time.

Recurrent expenditure is composed of: administration which includes general administration, defense, internal security; economic services such as agriculture, construction, transport, communication among others; social and community services like education, health, housing among others; and transfers which are public internal and external debt charges or interests, pensions and gratuities.

Market value of final goods and services produced in an economy or nation is known as Gross Domestic Product (GDP). Increase in a country's gross domestic product (GDP) is an indicator of economic growth regardless of the sales being done within or outside the country.

However, the researcher found out that capital expenditure has positive and significant relationship on Gross Domestic Product of Nigeria. He suggested that government should put in place effective machinery to ensure strict adherence to due process and complete implementation of provisions made in the annual budget provision and circumvent personal usage of public funds[46].

Based on available empirical studies, the researcher consolidated the concepts to describe the effects of budgeting participation in improving managerial performance using quantitative method.

However, the researcher found out that budgetary participation provides positive managerial performance role. Factors such as job relevant information, leadership style, psychological capital, motivation, knowledge and competencies can be used to moderate budget participation as managerial performance improvement is not based on budget participation alone[47].

The researcher empirically assessed constraints to implementation of capital budget in Nigeria using descriptive and analytical methods. Results of the study highlights presidency budget presentation and national assembly's approval delays with leakages as factors militating against the implementation of capital budget in Nigeria.

He further emphasized that enhancement of implementation of capital budget in Nigeria can be achieved by improving the strength of budgetary processes and institutions by limiting the executive and legislature[48].

This study examined fueling corruption through budgetary allocation with the use of qualitative research design. The under-performance of the budgetary plan is as a result of dwindling negative effect of budgeting and its allocation. Efficient budgetary allocation brings about positive development and alleviate inequality in our communities and economy respectively.

The researcher identified three issues that determines revenue-sharing debates of the country which are: 1. proportions to be assigned to the federal, state and local governments out of federally generated revenues in the federation account and 'Special Funds' which amounts to vertical revenue sharing. 2. suitable formulae for apportioning centrally generated revenues in the regions which forms the horizontal revenue sharing and (3) percentage to be given back to the oil-bearing regions from the federally generated oil revenue.

Findings revealed that different government arms collectively use the allocation of budget to perform their illegal affairs. Ranging from the legislatures and executive who play direct roles of budgeting and budgetary allocation process to the judiciary who enforces the rule of law and indict defaulters.

He concluded that reiteration of different arms of government's role in budgeting and budgetary allocation is greatly important for them to perform their tasks and thereby avoid going beyond their boundaries[49].

The researcher in the study on employee motivation and job performance: empirical evidence from Nigeria examined the possibilities of existence of link between employee motivation experience and job performance adopting descriptive research survey using cross-sectional data from a semi-structured questionnaire.

The result of the findings indicated that both monetary and non-monetary motivational incentives have significant positive correlation with employee job performance in study organization. For employees to be motivated and be committed to their responsibilities, several incentives can be put into use which varies from being monetary and non-monetary in nature.

Monetary incentives include salary, bonuses, cash gifts, allowances while non-monetary incentives include advancement, job enrichment, recognition and job security which leads to a better and higher performance of employees in an organization when employed.

It is also important to note that having a highly motivated workforce is one important factor contributing to employee commitment which leads to higher productivity[50].

This study is related to budget implementation and organizational effectiveness in the sense that a motivated employee is the one that will be committed in implementing to letter the approved budget and will work towards the achievement of the corporate goal and objectives.

2.3.4 Budgetary Control and Organizational Effectiveness

This researcher in examining the impact of budget and budgetary control system on tertiary institution financial performance in Nigeria, investigates the relationship between indicators such as budget evaluation, planning, participation monitoring and control, operating cash flow, current and debt equity ratios together with asset turnover in Nigeria with the use of Ex-post facto.

The researcher in his work opined that budgeting entails the establishment of programmed goals, reporting results and evaluation of actual performance of such goals. Universally, budgetary control systems are considered as vital tool for financial planning. Budgetary control's essence is to make available a projection of revenues and expenditures achievable through model construction of financial business performance by utilizing workable strategies and plans.

Budgeting in traditional way, has been regarded as means of restraining expenditure resulting in an exorbitant time being set aside by management in fund allocation. Empirically, budgeting is more than presenting projected revenue and expenditure. Rather, budget is concerned with how management protects, controls and reacts to proposals by scrutinizing present and future cost with its benefits.

Findings revealed that co-integration (long-run relationship) exists between model variables: budget planning, evaluation, control and monitoring with significant relationship. He suggested that efficiency and effectiveness of budget and budgetary control system should be safeguarded by the government[51].

Researcher, using qualitative research design, studied budgetary control and evaluation as an administrative tool for assessing performance of public sector.

He submitted that budgetary process rigidity, indefinite budget data and feelings of encroachment in performing official tasks psychologically impede Nigeria's public sector organizations budgetary control and evaluation.

He suggested that a mechanism that will evaluate and control budget proposals from commencement to conclusion should be instituted by government [52].

Another researcher in his study on internal control process and organizational performance investigated the relationship between internal control process and organizational financial and non-financial performance of selected deposit money banks in Nigeria through the use of questionnaire while data were analyzed using descriptive statistics, correlation analysis and regression with the aid of Statistical Package for Social Sciences (SPSS) version 26.

The findings in accordance with the research results revealed that internal control mechanism is a significant predictor of organization financial and non-financial performance and that effective internal control systems must be put in place to enhance organizational performance of the deposit money banks.

He therefore recommended that internal control systems most especially in the areas of risk assessment and monetary activities should be given adequate attention to improve organizational performance[53].

The researcher assessed analysis of budgetary control practices in the management of micro and small enterprises at Kangemi town in Kenya using descriptive survey.

The study showed that management of micro and small enterprises together with budgetary control practices' are positively related, key budget decisions in the enterprise are made by stakeholders and budgets are reviewed periodically by management. He suggested stakeholders' active participation in strategizing plans in order to nurture effective change level in the enterprises[54].

Adopting multiple-case-study approach, a researcher studied the role of rolling forecasting in budgetary control systems: reactive and proactive types of planning and examined how planning is being fostered by rolling forecasting with its linkage to other practices in control system of the management.

In the two approaches of planning examined, rolling forecasting was engaged to support information preoccupied with more accurate predictions in proactive-type of planning while supremacy of annual budgeting supports reactive type of planning[55].

Hence, the need for a sound budgetary control system in the organization for effective and efficient budget planning.

Another researcher in his study on evaluation of budgetary control due to fluctuation of petroleum price on ministry of interior, United Arab Emirates (UAE): a framework of analysis assessed the effect that price of petroleum have on budgetary control in the ministry of interior using literature review.

He suggested that in order to guarantee the attainment of organizational goal, the relevant stakeholders must participate in the budgeting process, from its preparation to execution.

He opined that budgeting and budgetary control involves management's formation of goals and planning a process in form of framework that effectively expresses complete planned events of an organization[56].

The researcher in his study examined the effect of budgeting and budgetary control on accountability in the Ahmadu Bello University, Zaria with the use of structured questionnaire.

The control available to management is dependent upon effectiveness and efficiency of the operations of the organization. Simultaneous activities in an organization includes purchasing, producing, distributing and financing services which are interrelated and affect organizational goals' attainment.

Economizing resources is very paramount to attaining organizational goals and objectives. Making prediction of various activities and giving financial value to each forecast is an imperative system of business management.

Formulation and adoption of planned systems which include budgeting techniques and analysis of variance enhances forecasts.

Budget prepared by government in form of public policy serves as driving force for achieving their mission. However, the accomplishment derived from excellent budget preparation by government does not commensurate with its performance. Guiding tool for planning and controlling of resources financially or otherwise is what government uses budget for.

The disparity between budget and its achievement are so much and is on increase year after year which makes budget achievement far from reality. The process of establishing departmental budget and relating the executives' task to policy requirement with incessant comparison of actual with budgeted results is known as budgetary control.

The level of importance attached to planning and effecting which is adopted in controlling the variance varies in organizations. Detailed analysis of feasibility according to political and social value with tactical plans that allows it to make every effort towards its attainment are used in setting goals.

Condition prevails which tend to bring about deviation from the plan even when it is put into operation and corrective measures which lend credence to goal congruence are taken to direct the business to the right trajectory. Specific areas that need special attention requires application of suitable techniques to measure budgeted with actual in order to arrive at the variance. When the outcome of budgeted estimate against the actual is favorable, then a business is on the right path.

The researcher in his findings showed that budgetary control, process and implementation have statistically significant and positive effect on accountability. He suggested that the management should ensure the revision of financial plan on quarterly basis in order to redirect resources at regular intervals with improved engagement of finance staff, leaders and managers with accurate timing of the financial plan so as to enrich the budgetary control techniques' effectiveness in the organizations[57].

Another study examined budgeting and budgetary control's role in achieving objectives of business in an organization using structured questionnaire.

Findings indicated that the achievement of the organizational objectives and appreciable growth was as a result of 69% of the managers who have established budgetary system in their organizations. Hence, he suggested that organizations should allow for flexibility and engage in employee-oriented budgetary system so as to sustain growth and increase profit propensity[58].

2.3.5 Budgeting Process and Organizational Effectiveness

In examining the budgetary process and its effect on financial performance as a study of small and medium-sized enterprises in Yemen, the researcher employed Statistical Package for Social Sciences (SSPS) software, and Structural Equation Modelling (SEM).

This work is related to this study in that it examined budgetary process which is the independent variable under consideration. The budgetary process was considered in relation to its effect on the performance of small and medium-sized enterprises in Yemen financially.

One significant role which budget plays in organizations worldwide is that it enables enterprises to accomplish their planned goals set aside for the future. The majority of businesses represented in Yemen both small and medium-sized enterprises (SMEs) have sustained rapid growth.

The study revealed in its findings that there is significant and positive relationship between budgetary planning and budgetary control in relation to SMEs in Yemen's financial performance and suggested that customer satisfaction as indicator of firm's performance should be included as non-financial measure[59].

Effect of budgetary processes, implementation, evaluation and control on organizational performance was examined by the researcher in this study using descriptive research design.

Budgeting processes of government are always extensive and elaborate as the system put in place make available comprehensive framework of performance in the past and its plans for execution in the current fiscal year.

Findings showed that positive relationship which is significant exist between budgeting processes and evaluation on the performance of the organization while the researcher proposed strict adherence to budgeting process in order to achieve optimum performance[60].

In the study on citizen participation in budgetary processes and its implications on effective governance in Nigeria, the researcher examined its effect using literature review.

Participatory Budgeting is highly important as it accommodates large number of citizens to participate in the initiatives with collaborative and participative technologies accorded by ICT.

Hence, government at all levels should explore mechanisms to accept inputs and feedback from her citizens on the design and formulation of her budget[61].

The researcher examined how the budgeting preparation, operation, implementation and budgetary control's stages are performed for the benefit and achievement of a successful organizational goal using literature review.

He opined that budgeting and budgetary control are obligatory tasks for an organization to productively manage its operation. Although these tasks are very important but the preparation, operationalization and implementation requires more time for it to be effective.

Every organization's objective is to be successful through the achievement of its goals in order to attain competitive advantage. Having at hand a resourceful contribution from the management will enable the organization to achieve budget which is acceptable and affords the operational managers the opportunity to monitor and control spending for the success of the organization. In order to monitor organizational operations and its functionality, managers' astuteness needs to be employed by allowing members to contribute their quota to the performance of the budget. Having attained a successful implementation of budget and its benefits gotten, there is prospect that the entire organization would enjoy achievement of higher productivity which is the main objective of every board of directors.

It was found out that though the time taken to implement and operate the systems of budgeting and budgetary control is tedious and time consuming, it is well-intentioned, good decisions from management enhance the performance of the business to enable it achieve competitive advantage. However, if the budgeting and/or the budgetary control systems are not properly done, then the time would have been wasted, and may lead the business not to achieve its goals/objectives. The organization therefore, becomes poorly managed which invariably leads to collapse.

However, there must be clarity over what the plans and visions from the various levels within the organization and the overall strategies are in order for management to analytically and critically determine which elements will be implemented during the coming year[62].

In the study on digitization of the budgeting process: determinants of the use of business analytics and its effect on satisfaction with the budgeting process, the researcher examined the technical elements of using business analytics in budgeting process with its effect on satisfying budgeting process using survey method.

The study focused on one technical element (data infrastructure sophistication) and the importance of budgeting functions which are planning and evaluation affecting the use of analytical methods. Use of analytical methods is positively associated with sophisticated data infrastructure.

From the viewpoint of theory, the researcher filled the gap from previous research that suggested other researchers to investigate the influence of digitization particularly of business intelligence elements such as analytical methods on management accounting instrument, empirical proof on budgeting digitization and to ascertain elements that affect business analytics' extent in budgeting process[63].

Researcher in his study on a review of the management process with the mediating role of the budget process on the performance of Vietnamese SMEs used secondary data in analyzing and reviewing management process which embraced the mediating role of budgeting process on the performance of SMEs'.

Business planning, organizational commitment, strategy implementation, managerial control with mediating role of the budget process were part of the main factors imbibed by the management process.

He concluded that the main factors considered contributed significantly to the support of development of SMEs performance in the manufacturing sector[64].

Another researcher in his work on budget management and organizational effectiveness in Nigeria examined how budget management is related to organizational effectiveness using exploratory research design.

He opined that managing limited available resources of an organization efficiently goes a long way in achieving prosperity in business. Budget management includes budgetary control of goals through establishment of budgets giving executives responsibilities according to the policy of the organization and continuous comparison of actual with budgeted results in order to know whether there is need for revision.

Organizational effectiveness as a concept deals with how an organization is able to achieve their aim and objectives effectively. He suggested that all levels of management must ensure that budget figures are not deviated from and ensure that mismanagement of fund should be avoided in order to curb failure in the organization.

He concluded that budget management has positive correlation with organizational effectiveness[65].

2.4 Conceptual Framework

Organizational effectiveness being the dependent variable speaks volume about how the organization is fairing in providing adequate satisfaction to the populace in the areas of qualitative service delivery, provision of adequate social amenities for conducive teaching and learning activities of students together with employee's commitment.

Budgeting process as a concept is an independent variable in this study which considers budget planning, budget preparation, budget implementation and budgetary control as indicators.

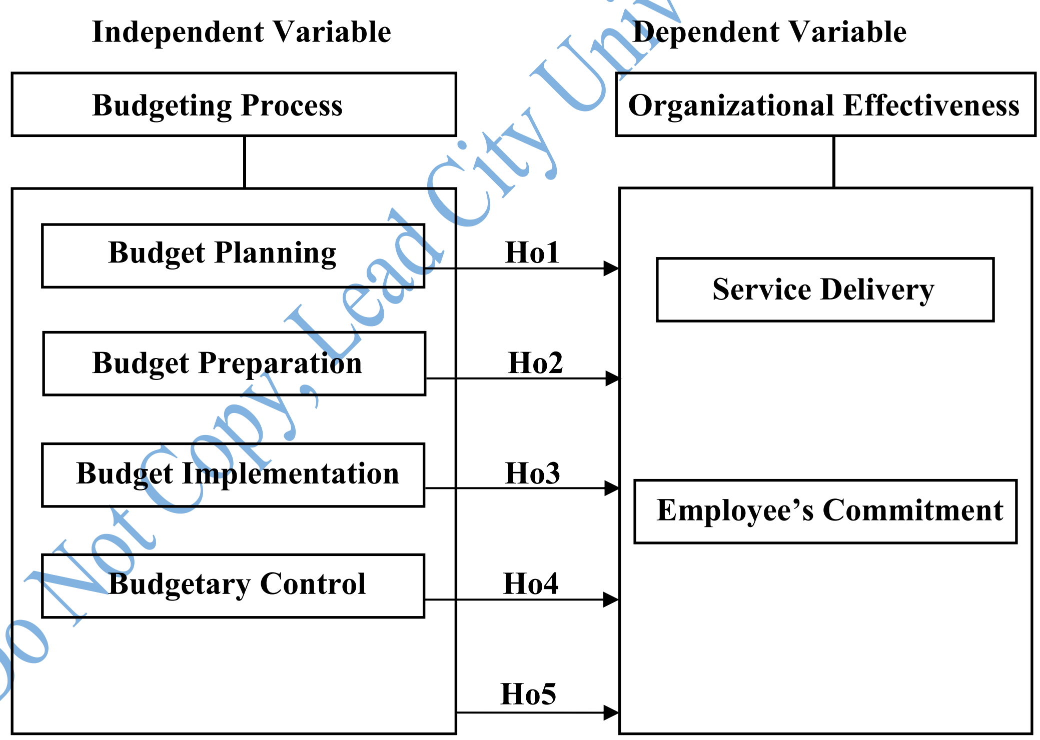

Fig. 2.3: Conceptual Framework of Variables[66]

Source: Researcher 2023

2.5 Summary of Gaps in Literature Reviewed

From the above empirically reviewed related literatures on budgeting process and organizational effectiveness, several gaps were identified among which are: Further researchers are advised to use other analytical tools such as N Vivo and others so that deeper conclusions can be obtained; future research should have a broader based population, which includes other states in Yemen; further research should evaluate the impact of budget preparation and implementation on Secondary School Administration in other parts of Nigeria.

However, the researcher filled the gap of studying budgeting process and organizational effectiveness in The Polytechnic, Ibadan within the geographical location of Ibadan, Oyo State in Nigeria, used questionnaire to collect data and analysed it with Statistical Package for Social Sciences (SPSS) version 25.

Endnotes

1 C. Smith, *What are the Top Indicators of Organizational Effectiveness?* Walkme The Change Management Blog, Updated September 6, 2021, available at https://change.walkme.com/indicators-of-organizational-effectiveness.

2 N. Wadesango; C. Mhaka; T. Chikomo & O. Wadesango, *Causes of Poor Service Delivery and the Feasibility of Outsourcing to improve Services in Local Authorities*, **Journal of Economics and Behavioural Studies**, 10(2), 2018, 188-198.

3 A. B. Onamusi, *Entry Mode Strategy, Customer Engagement and Firm Performance*, **Journal of Business and Social Review in Emerging Economies**, 6(1), 2020, 99-112. DOI:10.26710/jbsee.v6i1.866

4 S. S. Milanović, *The Impact of Employees' Commitment on Organizational Performances*, **Journal of Researchgate and Article in Strategic Management**, 25(3), 2020, 028-037.

5 G. A. Godlisten, *The Role of Employees Motivation on the Organization Performance in Private Sector: A Case Study of DSM Corridor Group Ltd*, A Dissertation for the Award of Master of Science Degree in Human Resource Management of Mzumbe University, 2020, 1-95.

6 J. Freeman, *Printable maslow's Pyramid Diagram/maslow's Hierarchy of Needs Chart*, EdrawMax, 2023 available at https://www.edrawsoft.com/maslows-pyramid.html

7 A. Ganti; M. J. Boyle & R. Eichler, *What is a Budget? Plus 10 Budgeting Myths Holding you Back*, Investopedia, Updated April 30, 2023, available at https://www.investopedia.com/terms/b/budget.asp

8 Accounting Tools, *Budgetary Control Definition*, Accounting CPE Courses and Books, February 10, 2023, available at https://www.accountingtools.com/articles/budgetary-control.

9 C. O. Lawyer, *Budget Preparation and Implementation in the Nigerian Public Sector,* **Research Journal of Finance and Accounting**, 4(16), 2013, 50-54.

10 T. A. Allen, *Budgeting Practices and Management of Tertiary Institutions in Ondo State, Nigeria*, **Journal of Emerging Technologies and Innovative Research**, 8(12), 2021, a721-a736.

11 Accounting Tools*, Master Budget Definition,* Accounting CPE Courses and Books, *November 21, 2022, available at* https://www.accountingtools.com/articles/ master-budget.

12 A. G. James; S. E. Agbi; L. O. Mustapha & I. O. Lasisi, *Impact of Capital Budgeting Decision on the Performance of MTN Nigeria Limited*, **IOSR Journal of Business and Management**, 24(1), 2022, 12-19.

13 M. C. Okafor; S. E. Raphael & O. E. Udeme, *An Empirical Evaluation of Budget Implementation on Economic Development in Nigeria*, **Journal of Asian Multicultural Research for Economy and Management Study**, 2(3), 2021, 102-116.

14 T. Tamplin, *Functional Budgets*, Finance Strategists, April 04, 2023, available at https://learn.financestrategists.com/explanation/management-accounting/which-functional-budgets-are-commonly-used-by-the-management.

15 S. Mannes; A. B. Frare & I. M. Beuren, *Effects of Using Static and Flexible Budgets on Process and Product Innovation*, **Journal of Accounting and Organizations**, 15, 2021,1-12.

16 J. C. T. Oyadomari; P. S. L. P. Afonso; R. G. Dultra-de-Lima; O. R. M. Neto & M. C. G. Righetti, *Flexible Budgeting Influence on Organizational Inertia and Flexibility*, **International Journal of Productivity and Performance Management**, 67(1), 2018, 1640-1656.

17 S. B. Borad, *Advantages and Disadvantages of Incremental Budgeting*, efinance Management, May 7, 2022, available at https://efinancemanagement.com/budgeting/advantages-and-disadvantages-of-incremental-budgeting.

18 S. B. Borad, *Rolling Budgets*, efinance Management, June 25, 2022, available at https://efinancemanagement.com/budgeting/rolling-budget, 2022.

19 R. Sommer, *Planning Programming Budgeting System (PPBS)*, Ready to Think, January 1, 2018, available at http://www.readytothink.net/management_consulting/work-plan-vision-goals-objectives/planning-programming-budgeting-system-ppbs

20 S. B. Borad, *Performance Budget*, efinance Management, May 7, 2022, available at https://efinancemanagement.com/budgeting/performance-budget.

21 S. B. Borad, *Zero Based Budgeting*, efinance Management, May 7, 2022, available at https://efinancemanagement.com/budgeting/zero-based, 2022.

22 L. Gaille, *17 Advantages and Disadvantages of Zero Based Budgeting*, Vittana Personal Finance Blog, March 11, 2020, available at https://vittana.org/17-advantages-and-disadvantages-of-zero-based-budgeting, 2022.

23 K. Romenska; V. Chentsov; O. Rozhko & V. Uspalenko, *Budget planning with the development of the budget process in Ukraine*. **Journal of Problems and Perspectives in Management**, 18(2), 2020, 246-260.

24 T. Stobierski, *How to Prepare a Budget for an Organization: 4 Steps*, **Journal of Business Insight Harvard Business School Online**, 2021

25 W. S. Omoniyi, *Impact of Budget Implementation on Economic Performance in Nigeria*, **Journal of Accounting and Business**, 7(1), 2022, 497-509.

26 I. E. Ajayi & S. O. Dada, *The Influence of Budget and Financial Control in Selected Government Parastatals in Nigeria*, **Journal of Contemporary Research in Social Sciences,** 4(1), 2022, 1-9.

27 D. J. M. Sinkula, *An Overview of the Corporate Governance Theories in Current Business Setting*, **Journal of Linkedin**, 2020.

28 M. Andrijasevic & V. Pasic, *Theoretical Assumptions of Agency Problem*, **Journal of Research Gate**, 2018, 1-7.

29 J. L. Bower & L. S. Paine, *Bower and Paine's Criticism of Agency Theory*, Study Corgi, August 2, 2021, available at https://studycorgi.com/bower-and-paines-criticism-of-agency-theory.

30 R. Juwita & G. T. Murti, *Behavior Aspect of Public Sector Planning and Budgeting*, 2nd International Seminar on Business, Economics, Social Science and Technology, 143(2), 2019, 196-198.

31 H. Nasri; N. Nurman; A. Azwirman; M.zi. Zainal & I. Riauan, *Implementation of collaboration planning and budget performance information for special allocation fund in budget planning in the regional development planning agency of Rokan Hilir regency*, **International Journal of Health Sciences**, *6*(S4), 2022, 639–651. https://doi.org/10.53730/ijhs.v6nS4.5597

32 S. Maisaroh; S. PH & S. Hadi, *The Budget Planning Determinant Factors at State Primary Schools in Yogyakarta Province*, **International Journal of Instruction**, 12(2), 2019, 353-368,. https://doi.org/10.29333/iji.2019.12223a

33 M. A. D. Ermawati, *Analysis of the Budget Planning Process and Budget Execution Process*, **European Journal of Business and Management Research**, 5(4), 2020, 426. http://dx.doi.org/10.24018/ejbmr.2020.5.4.426 Vol 5 | Issue 4 | July 2020

34 E. A. S. İpek, *New Approaches in Public Budgeting*, **Journal of Public Economics and Finance**, 2018, 1-18.

35 C. Joseph & E. Ijeoma, *Impact of Budget Preparation and Implementation on Secondary School Administration in South-East States, Nigeria*, **International Journal of Applied Environmental Sciences**, 14(4), 2019, 367-382.

36 M. Ibrahim, *Designing Zero-Based Budgeting for Public Organizations*, **Journal of Problems and Perspectives in Management**, 17(2), 2019, 323-333.

37 C. Okafor & J. Otalor, *Budget Participation and Budgetary Slack: Evidence from Quoted Firms in Nigeria*, **International Journal of Accounting and Finance (IJAF)**, 7(2), 2018, 106-118.

38 N. Kazeem; N. J. Bwala & S. Y. Dunga, *Constraints to Budget Implementation in Nigeria*, **World Journal of Innovative Research**, 7(4), 2019, 74-80.

39 B. Oyewo & G. Adyeye, *Budgetary Participation and Managerial Performance in Public Sector Organisations: A Study from Nigeria*, **Journal of Research Gate**, 18(1), 2018, 47.

40 A. S. Omosidi; D. A. Oguntunde; F. K. Oluwalola & R. L. Ajao, *Budget Implementation Strategies and Organizational Effectiveness in Colleges of Education in Nigeria*, **Journal of East African School of Higher Education Studies & Development**, 10(2), 2019, 9.

41 M. Gulden; K. Saltanat; D. Raigul; T. Dauren & A. Assel, *Quality Management of Higher Education: Innovation Approach from Perspectives of Institutionalism. An Exploratory Literature Review.* **Journal of Cogent Business & Management**, 7(1), 2020, 1-9.

42 B. Mwiya; B. Siachinji; J. Bwalya; S. Sikombe; M. Chawala; H. Chanda, E. Sakala; A. Muyenga; B. Kaulungombe & M. Kayekesi, *Are there Study Mode Differences in Perceptions of University Education Service Quality? Evidence from Zambia.* **Journal of Cogent Business and Management**, 6(1), 2019, 1-13.

43 A. Chu & D. F. Westerheijden, *Between Quality and Control: What can we Learn from Higher Education Quality Assurance Policy in the Netherlands.* **Journal of Quality in Higher Education**, 24(3), 2018, 260–270.

44 S. Pratolo; H. Sofyani & M. Anwar, *Performance-Based Budgeting Implementation in Higher Education Institutions: Determinants and Impact on Quality*, **Journal of Cogent Business and Management**, 7(1), 2020, 1-12.

45 S. A. Ilemona & N. Sunday, *Budget Implementation and Economic Growth in Nigeria: An Exploratory Review (2014-2018)*, **International Journal of Academic Research in Accounting, Finance and Management Sciences**, 8(4), 2018, 171-176.

46 M. N. Nwala Ph.D & T. B. Ogboji, *Effect of Budget Implementation on Economic Growth in Nigeria*, **IOSR Journal of Economics and Finance**, 3(6), 2020.

47 A. Arifin & G. Pagalung, *Empirical Study of the Effect of Participation of Budget in Managerial Performance*, **International Journal of Advanced Engineering, Management And Science (IJAEMS)**, 4(9), 2018, 645.

48 L. Effiom & S. E. Edet, *Challenges to Capital Budget Implementation in Nigeria*, **Journal of African Research Review**, 13(3), 2019, 15.

49 Egiyi; M. Amaka & E. O. Nwadialor, *Fueling Corruption through Budgetary Allocation*, **International Journal of Research and Innovation in Social Science**, IV(VII), 2020, 164-168.

50 G. A. Alase & T. M. Akinbo, *Employee Motivation and Job Performance: Empirical Evidence from Nigeria,* **Applied Journal of Economics, Management and Social Sciences**, 2(2), 2021, 16-23.

51 O. N. Oladipo & A. Efuntade, *The Impact of Budget and Budgetary Control System on Tertiary Institution Financial Performance in Nigeria*, **Journal of Research Gate**, 1(2), 2020, 281-302.

52 N. P. Omeje; A. S. Ibeogu; E. O. Abah; C. E. Edeh & V. I. Nkwede, *Budgetary Control and Evaluation: Administrative Tool for Public Sector Performance in Nigeria*, **International Journal of Humanities and Social Science Invention**, 8(12), 2019, 1-9.

53 J. A. Adejuwon & I. K. Hassan, *Internal Control Process and Organizational Performance of Selected Deposit Money Banks in Nigeria*, **Journal of Economics Finance and Management Studies**, 5(11), 2022, 11-23.

54 E. Kerosi, *Analysis of Budgetary Control Practices and the Management of Micro and Small Enterprises at Kangemi Town in Kenya*, **International Journal of Scientific & Research Publications**, 8(1), 2018.

55 T. Henttu-Aho, *The Role of Rolling Forecasting in Budgetary Control Systems: Reactive and Proactive Types of Planning*, **Journal of Management Control**, 29, 2018, 327-360.

56 O. M. S. M. Al-Kaabi; A. M. Karim & M. I. Hossain, *Evaluation of Budgetary Control due to Fluctuation of Petroleum Price on Ministry of Interior, UAE: A Framework of Analysis*, **Journal of Academic Research in Business and Social Sciences**, v9-i5, 2019, 698-716.

57 A. Abubakar & L. A. Stephen, *Effect of Budgeting and Budgetary Control on Accountability in the Ahmadu Bello University, Zaria*, **Kasu Journal of Accounting Research and Practice**, 2018.

58 H. Dauda, *Examining the Role of Budgeting and Budgetary Control in Achieving Objectives of Business Organisations*, **International Journal of Operational Research in Management, Social Sciences and Education**, 5(1), 2019, 14-21.

59 S. Nair; O. A. A. Radmanb & S. Ahamad, *The Budgetary Process and its Effect on Financial Performance, A Study of Small and Medium-Sized Enterprises in Yemen*, **International Journal of Innovation, Creativity and Change**, 14(4), 2020, 816-834.

60 R. Keng'ara & I. Makina, *Effect of Budgetary Processes on Organizational Performance: A Case of Marine State Agencies, Kenya*, **Universal Journal of Accounting and Finance**, 8(4), 2020, 115-130.

61 D. B. Bisong & J. H. C. Ogwumike, *Citizen Participation in Budgetary Processes and Effective Governance in Nigeria*, **Journal of Public Administration and Social Welfare Research**, 5(2), 2020, 1-11.

62 F. K. Cudjoe, *Budgeting and Budgetary Control are Time Consuming Tasks for any Organization: Examination of how the Preparation, Operation and Implementation Phases are Carried out to the Benefit and Achievement of a Successful Organization*, **Journal of Archives of Business Research**, 8(8), 2020, 233-277.

63 M. Bergmann; C. Bruck; T. Knauer & A. Schwering, *Digitization of the Budgeting Process: Determinants of the Use of Business Analytics and its Effect on Satisfaction with the Budgeting Process*, **Journal of Management Control**, 31, 2020, 25-54.

64 T. K. Vuong & P. Rajagopal, *Review of the Management Process with the Mediating Role of the Budget Process on the Performance of Vietnamese SMEs*, **Journal of Management Dynamics in the Knowledge Economy**, 8(3), 2020, 277-296.

65 J. N. N. Ugoani, *Budget Management and Organizational Effectiveness in Nigeria*, **Journal of Business, Management and Economics Research**, 5(2), 2019, 33-39.

66 E. A. Wuraola, *Budgeting Process and Organizational Effectiveness in The Polytechnic, Ibadan, Oyo State, Nigeria,* A Thesis for the Award of Master of Science Degree in Accounting, Department of Management and Accounting, Lead City University, Ibadan, Nigeria, 2023, 66.

Chapter Three

Methodology

Chapter three focused on the research methods together with the instruments used by the researcher for the study. It includes narrative of the research design, sample size, sampling technique, method of data collection and data analysis.

3.1 Research Design

Descriptive survey design is adopted as the researcher intends to collect information from respondents on budgeting process and organizational effectiveness in The Polytechnic, Ibadan in Oyo State, Nigeria. This design has been chosen by the researcher because it guarantees minimization of bias and maximization of reliability of evidence collected.

3.2 Population of the Study

The Polytechnic, Ibadan (typically called "Poly Ibadan"), adopted for this study, an institution of higher learning situated in Ibadan, Oyo State, Nigeria was founded in 1970 and similar to other polytechnics in Nigeria. It was established to provide a substitute higher education to universities, most especially in acquisition of technical skill with 850 staff strength[1].

3.3 Sample and Sampling Techniques

The Polytechnic, Ibadan as one of the tertiary institution in Oyo State comprises of the management staff, academic and non-teaching staff and faculties with several departments who are the major stakeholders in the institution.

In determining the sample size Taro Yamane is adopted. The mathematical representation for it is:

$$n = \frac{N}{(1 + N(e)^2)}$$

Where:

n = Sample Size

N = Population of the study

e = Margin error (0.05)

When:

N = 850

e = (0.05)

$$n = \frac{850}{(1 + 850(0.05)^2)}$$

$$n = \frac{850}{(1 + 850(0.0025)}$$

$$n = \frac{850}{(1 + 2.125)}$$

$$n = \frac{850}{3.125}$$

$$n = 272$$

Therefore the sample size will be 272. However, simple random sampling technique will be adopted in distributing the 272 questionnaire to cut across all the stakeholders in the institution.

3.4 Description of the Research Instrument

The researcher adopted quantitative method of data collection with the use of questionnaire. Structured questionnaire were used in the collection of data from selected respondents. Adapted questionnaire based on review of existing literature from related studies, research problem, objectives of the study and research questions were used to collect relevant and important information concerning the demographic characteristics of the respondents, budgeting process including budget planning, budget preparation, budget implementation and budgetary control with organizational effectiveness regarding service delivery and employee's commitment.

3.5 Validity of Research Instrument

In testing the effect of budgeting process indicators employed in this study which are: budget planning, budget preparation, budget implementation, budgetary control and organizational effectiveness in order to reflect the construct and content validity of the research instrument, Cronbach Alpha was applied.

3.6 Reliability of the Research Instrument

Structured questionnaire used by the researcher as the research instrument was subjected to a pilot test by distributing 50 copies of the instrument to Non-academics of The Polytechnic, Ibadan based on convenience method. The reliability procedure was conducted on the retrieved questionnaire with Cronbach Alpha using Statistical Package for Social Sciences (SPSS) version 25.

3.7 Method of Data Collection

The data collection involved the use of structured questionnaires which was modified using four 4-point Likert response rating scale of (1) strongly disagree, (2) disagree, (3) agree and (4) strongly agree for close ended items as designed to address the research specific objectives.

3.8 Method of Data Analysis

Statistical Package for Social Sciences (SPSS) version 25 was used in analyzing the collected data obtained from distributed structured questionnaires to respondents using simple linear regression models.

3.9 Ethical Approval

Considering the critical importance placed on ethics, respondents' privacy and secrecy were protected with conspicuous instruction written on the front page of the survey questionnaire to that effect with an authorization letter to conduct the research and gather information from the staff of The Polytechnic, Ibadan obtained as contained in the appendix so as to assure the respondents and get reliable information from them.

Endnote

(1) Wikipedia The Free Encyclopedia, *The Polytechnic, Ibadan*, Wikipedia, last edited 10 April, 2023 available at https://en.wikipedia.org/wiki/The_Polytechnic,_Ibadan, 2022.

Chapter Four

Results and Discussion of Findings

This chapter provides empirical information concerning the result of the data analysis with respect to data description, interpretation of the result of the hypotheses tested and the discussion of the study's implications within existing literature. The aim of this study is to examine the effect of budgeting process on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This research was carried out via questionnaire in order to acquire the necessary information for this purpose. The study adopted the SPSS version 25 for the descriptive and the inferential statistics to analyze the data.

4.1 Demographic Data Analysis

4.1.1 Response Rate

A total of two hundred and seventy-two (272) copies of questionnaire were administered, and two hundred and sixty (260) copies were returned. After sorting the questionnaire only two hundred and thirty-eight (238) copies were certified as duly filled and considered usable. The usable questionnaire represented 87.5% response rate. The high response rate was recorded as the researcher administered the instruments with the help of research assistants who put concerted efforts to ensure due diligence with the questionnaire administration. The response results are presented in Table 4.1.

Table 4.1: Response Rate

Responses	Frequency	Percent
Completed usable copies of questionnaire	238	87.5%
Unusable, unreturned and disqualified questionnaires	34	12.5%
Total	272	100%

Source: Field Survey Results (2023)

Table 4.2 Demographic Characteristic of Respondents

Variables	Category	Frequency	Percentage
Gender	Male	156	65.5%
	Female	82	34.5%
Age	Below 30 years	24	10.1%
	30-39 years	42	17.6%
	40-49 years	76	31.9%
	Above 50 years	96	40.3%
Years of Experience	0-10 years	34	14.3%
	11-20 years	142	59.7%
	21 years and above	62	26.1%
Academic Qualification	O'Level	29	12.2%
	OND/NCE	33	13.9%
	BSc/HND	130	54.6%
	Others	46	19.3%

Source: Field Survey Results (2023)

This section consists of background and respondents' information that describes basic characteristics such as gender of the respondents, age, years of experience, and academic qualification. Demographic and personal profile results of respondents are shown in table 4.2.

Profile of gender indicated that 156 respondents representing 65.5% were male, while 82 respondents representing 34.5% were female, indicating that most of the respondents were male. Also, 24 respondents representing 10.1% were below 30 years, 42 respondents representing 17.6% were between 30-39years, 76 respondents representing 31.9% were between 40-49 years, and 96 respondents representing 40.3% were above 50 years, indicating that most of the respondents were above 50 years.

Furthermore, 34 respondents representing 14.3% had 0-10 years of experience, 142 respondents representing 59.7% had 11-20 years, and 62 respondents representing 26.1% had 21 years and above. In addition, 29 respondents representing 12.2% had O'Level, 33 respondents representing 13.9% had OND/NCE, 130 respondents representing 54.6% had BSc/HND, and 46 respondents representing 19.3% had others.

4.2 Presentation of Data

4.2.1 Research Questions

In Table 4.3, service delivery and employee's commitment were presented as measures of organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria using descriptive statistics and each statement computed to reveal the frequencies, percentages, and mean on a four-point Likert type scale (Strongly Agree (SA)=4, Agree (A)=3, Disagree (D)=2, Strongly Disagree (SD)=1

Table 4.3: Descriptive Analysis of Responses on Organizational Effectiveness

Service Delivery	SA	A	D	SD	Mean
The institution provides services that respond to the needs of the public	78 (32.8%)	129 (54.2%)	14 (5.9%)	17 (7.1%)	3.13
The institution provides confidence to the public that services rendered will address their concerns adequately	48 (20.2%)	163 (68.5%)	18 (7.6%)	9 (3.8%)	3.05
There is proper monitoring of academic activities to ensure superior service delivery to stakeholders	48 (20.2%)	130 (54.6%)	56 (23.5%)	4 (1.7%)	2.93
We have quality control unit to guarantee effective academic service delivery	54 (22.7%)	138 (58.0%)	33 (13.9%)	13 (5.5%)	2.98
The institution possesses facilities (equipment) that guarantee excellent service delivery	46 (19.3%)	120 (50.4%)	45 (18.9%)	27 (11.3%)	2.78
The institution possesses personnel that guarantee excellent service delivery	70 (29.4%)	125 (52.2%)	35 (14.7%)	8 (3.4%)	3.08
The institution possesses a	43	153	30	12	2.95

sense of understanding of the public and their needs	(18.1%)	(64.3%)	(12.6%)	(5.0%)	
The institution consistently provides services that enhance positive usage experience by our stakeholders	54 (22.7%)	149 (62.6%)	28 (11.8%)	7 (2.9%)	3.05
Weighted Mean					2.99
Employees Commitment	**SA**	**A**	**D**	**SD**	**Mean**
I am able to perform increasing numbers of assignment given	107 (45.0%)	114 (47.9%)	14 (5.9%)	3 (1.3%)	3.37
I strive to improve public image of the institution	109 (45.8%)	115 (48.3%)	10 (4.2%)	4 (1.7%)	3.38
I possess the ability to work with less supervision	118 (49.6%)	103 (43.3%)	13 (5.5%)	4 (1.7%)	3.41
I set organization's mission as priority	106 (44.5%)	116 (48.7%)	12 (5.0%)	4 (1.7%)	3.36
I undergo periodic training to add new skill-set to improve work done	51 (21.4%)	129 (54.2%)	50 (21.0%)	8 (3.4%)	2.94
Tasks are properly monitored by the department for achievement	76 (31.9%)	123 (51.7%)	27 (11.3%)	12 (5.0%)	3.11
Weighted Mean					3.26

Source: Field Survey Results (2023)

According to results in Table 4.3, 32.8% of the respondents strongly agree that the institution provides services that respond to the needs of the public, 54.2% agree, 5.9% disagree, and 7.1% strongly disagree. On average, the respondents that indicated that the institution provides services that respond to the needs of the public has a mean of 3.13. Results also indicated that 20.2% of the respondents strongly agree that the institution provides confidence to the public that services rendered will address their concerns adequately, 68.5% agree, 7.6% disagree, and 3.8% strongly disagree. On average, the respondents which indicated that the institution provides confidence to the public that services rendered will address their concerns adequately has a mean of 3.05.

Results also indicated that 20.2% of the respondents strongly agree that there is proper monitoring of academic activities to ensure superior service delivery to stakeholders, 54.6% agree, 23.5% disagree, and 1.7% strongly disagree. On average, the respondents who indicated that there is proper monitoring of academic activities to ensure superior service delivery to stakeholders has a mean of 2.93. Results also indicated that 22.7% of the respondents strongly agree that they have quality control unit to guarantee effective academic service delivery, 58.0% agree, 13.9% disagree, and 5.5% strongly disagree. On average, the respondents who indicated that they have quality control unit to guarantee effective academic service delivery has a mean of 2.98.

Also, results indicated that 19.3% of the respondents strongly agree that the institution possesses facilities (equipment) that guarantee excellent service delivery, 50.4% agree, 18.9% disagree, and 11.3% strongly disagree. On average, the respondents that indicated the institution possesses facilities (equipment) that guarantee excellent service delivery has a mean of 2.78. Results also indicated that 29.4% of the respondents strongly agree that the institution possesses personnel that guarantee excellent service delivery, 52.2%

agree, 14.7% disagree, and 3.4% strongly disagree. On average, the respondents that indicated the institution possesses personnel that guarantee excellent service delivery has a mean of 3.08. Results also indicated that 18.1% of the respondents strongly agree that the institution possesses a sense of understanding of the public and their needs, 64.3% agree, 12.6% disagree, and 5.0% strongly disagree. On average, the respondents that indicated the institution possesses a sense of understanding of the public and their needs has a mean of 2.95.

Results also indicated that 22.7% of the respondents strongly agree that the institution consistently provides services that enhance positive usage experience by their stakeholders, 62.6% agree, 11.8% disagree, and 2.9% strongly disagree. On average, the respondents that indicated the institution consistently provides services that enhance positive usage experience by their stakeholders has a mean of 3.05.

According to results in Table 4.3. 45.0% of the respondents strongly agree that they are able to perform increasing numbers of assignment given, 47.9% agree, 5.9% disagree, and 1.3% strongly disagree. On average, the respondents that indicated they are able to perform increasing numbers of assignment given has a mean of 3.37. Results also indicated that 45.8% of the respondents strongly agree that they strive to improve public image of the institution, 48.3% agree, 4.2% disagree, and 1.7% strongly disagree. On average, the respondents who indicated that they strive to improve public image of the institution has a mean of 3.38.

Results also indicated that 49.6% of the respondents strongly agree that they possess the ability to work with less supervision, 43.3% agree, 5.5% disagree, and 1.7% strongly disagree. On average, the respondents who indicated that they possess the ability to work with less supervision has a mean of 3.41. Results also indicated that 44.5% of the respondents strongly agree that they set organization's mission as priority, 48.7% agree, 5.0% disagree, and 1.7% strongly disagree. On average, the respondents who indicated that they set organization's mission as priority has a mean of 3.36. Results also indicated that 21.4% of the respondents strongly agree that they undergo periodic training to add new skill-set to improve work done, 54.2% agree, 21.0% disagree, and 3.4% strongly disagree. On average, the respondents who indicated that they undergo periodic training to add new skill-set to improve work done has a mean of 2.94.

Results also indicated that 31.9% of the respondents strongly agree that tasks are properly monitored by the department for achievement, 51.7% agree, 11.3% disagree, and 5.0% strongly disagree. On average, the respondents who indicated that tasks are properly monitored by the department for achievement done has a mean of 3.11.

The weighted mean for service delivery is 2.99 and employee's commitment is 3.26 which indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how service delivery and employee's commitment are appropriate measure of organizational effectiveness. Moreover, the weighted mean suggested that the level of organizational effectiveness is moderately high hence, management's commitment to improve these results is imperative for the sustainability of The Polytechnic, Ibadan, Oyo State, Nigeria.

In Table 4.4, budget planning was presented as measures of budgeting process of The Polytechnic, Ibadan, Oyo State, Nigeria using descriptive statistics and computed for each statement to reveal the frequencies, percentages, and mean on a four-point Likert type scale (Strongly Agree (SA)=4, Agree (A)=3, Disagree (D)=2, Strongly Disagree (SD)=1

Table 4.4: Descriptive Analysis of Responses on Budget planning

Budget Planning	SA	A	D	SD	Mean
Top management communicate the budget plan to those preparing the budget	74 (31.1%)	137 (57.6%)	24 (10.1%)	3 (1.3%)	3.18
The institution have a long-term budget plans	62 (26.1%)	118 (49.6%)	53 (22.3%)	5 (2.1%)	3.00
Budgets are planned according to your organizational goals and objectives	89 (37.4%)	132 (55.5%)	12 (5.0%)	5 (2.1%)	3.28
Finance offices circulate call letters and budget guidelines to all sectors on time	75 (31.5%)	130 (54.6%)	24 (10.1%)	9 (3.8%)	3.14
Budget planning plays important role in enhancing qualitative educational service delivery in your institution	111 (46.6%)	110 (46.2%)	12 (5.0%)	5 (2.1%)	3.37
Weighted Mean					3.19

Source: Field Survey Results (2023)

According to results in Table 4.4, 31.1% of the respondents strongly agree that top management communicate the budget plan to those preparing the budget, 57.6% agree, 10.1% disagree, and 1.3% strongly disagree. On average, the respondents who indicated that top management communicate the budget plan to those preparing the budget has a mean of 3.18. Results also indicated that 26.1% of the respondents strongly agree that the institution have a long-term budget plan, 49.6% agree, 22.3% disagree, and 2.1% strongly disagree. On average, the respondents who indicated that the institution have a long-term budget plan has a mean of 3.00. Results also indicated that 37.4% of the respondents strongly agree that budgets are planned according to their organizational goals and objectives, 55.5% agree, 5.0% disagree, and 2.1% strongly disagree. On average, the respondents who indicated that budgets are planned according to their organizational goals and objectives has a mean of 3.28.

Results also indicated that 31.5% of the respondents strongly agree that finance offices circulate call letters and budget guidelines to all sectors on time, 54.6% agree, 10.1% disagree, and 3.8% strongly disagree. On average, the respondents who indicated that finance offices circulate call letters and budget guidelines to all sectors on time has a mean of 3.14. Results also indicated that 46.6% of the respondents strongly agree that budget planning plays important role in enhancing qualitative educational service delivery in their institution, 46.2% agree, 5.0% disagree, and 2.1% strongly disagree. On average, the respondents who indicated that budget planning plays important role in enhancing qualitative educational service delivery in their institution has a mean of 3.37.

The weighted mean for budget planning is 3.19 which indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how budget planning is an appropriate measure of budgeting process. However, the weighted mean of 3.19 suggested that the level of budget planning is moderately high. Relating results in tables 4.3 and 4.4 together, the budget planning has varying patterns of increase with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Consequent on these findings mentioned above, it suggests that budget planning may influence organizational effectiveness of The Polytechnic Ibadan. This provided response to research question one and has enabled the researcher to achieve the first objective of this study.

In Table 4.5, budget preparation was presented as measures of budgeting process of The Polytechnic, Ibadan, Oyo State, Nigeria using descriptive statistics and each statement computed to reveal the frequencies, percentages, and mean on a four-point Likert type scale (Strongly Agree (SA)=4, Agree (A)=3, Disagree (D)=2, Strongly Disagree (SD)=1

Table 4.5: Descriptive Analysis of Responses on Budget preparation

Budget Preparation	SA	A	D	SD	Mean
Departments in your institution prepares budget plans prior to the budget year	114 (47.9%)	119 (50.0%)	2 (0.8%)	3 (1.3%)	3.45
Past data is used as the starting point for producing the budgets	90 (37.8%)	129 (54.2%)	14 (5.9%)	5 (2.1%)	3.28
When budgeting, outcomes, goals and objectives are linked to organizational activities/objectives	66 (27.7%)	132 (55.5%)	37 (15.5%)	3 (1.3%)	3.10
You have adequate understanding of how to plan and prepare budget	64 (26.9%)	129 (54.2%)	42 (17.6%)	3 (1.3%)	3.07
Budget is prepared on reliable data and estimates	94 (39.5%)	128 (53.8%)	16 (6.7%)	-	3.33
Your institution has adequate number of professionals (budget officers) who prepare and plans budget	98 (41.2%)	120 (50.4%)	20 (8.4%)	-	3.33
Weighted Mean					3.26

Source: Field Survey Results (2023)

According to results in Table 4.5, 47.9% of the respondents strongly agree that departments in their institution prepares budget plans prior to the budget year, 50.0% agree, 0.8% disagree, and 1.3% strongly disagree. On average, the respondents who indicated that departments in their institution prepares budget plans prior to the budget year has a mean of 3.45.

Results also indicated that 37.8% of the respondents strongly agree that past data is used as the starting point for producing the budgets, 54.2% agree, 5.9% disagree, and 2.1% strongly disagree. On average, the respondents indicated that past data is used as the starting point for producing the budgets has a mean of 3.28. Results also indicated that 27.7% of the respondents strongly agree that when budgeting, outcomes, goals and objectives are linked to organizational activities/objectives, 55.5% agree, 15.5% disagree, and 1.3% strongly disagree. On average, the respondents who indicated that when budgeting, outcomes, goals and objectives are linked to organizational activities/objectives has a mean of 3.10.

Results also indicated that 26.9% of the respondents strongly agree that they have adequate understanding of how to plan and prepare budget, 54.2% agree, 17.6% disagree, and 1.3% strongly disagree. On average, the respondents who indicated that they have adequate understanding of how to plan and prepare budget has a mean of 3.07. Results also indicated that 39.5% of the respondents strongly agree that budget is prepared on reliable data and estimates, 53.8% agree, and 6.7% disagree. On average, the respondents who indicated that budget is prepared on reliable data and estimates has a mean of 3.33. Results also indicated that 41.2% of the respondents strongly agree that their institution has adequate number of professionals (budget officers) who prepare and plans budget, 50.4% agree, and 8.4% disagree. On average, the respondents who indicated that their institution has adequate number of professionals (budget officers) who prepare and plans budget has a mean of 3.33. The weighted mean for budget preparation is 3.26 which indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how budget preparation is an appropriate measure of budgeting process.

However, the weighted mean of 3.26 suggested that the level of budget preparation is moderately high. Relating results in tables 4.3 and 4.5 together, the budget preparation has varying patterns of increase with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Consequent on these findings mentioned above, it suggests that budget preparation may influence organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This provided response to research question two and has enabled the researcher to achieve the second objective of this study.

In Table 4.6, budget implementation was presented as measures of budgeting process of The Polytechnic, Ibadan, Oyo State, Nigeria using descriptive statistics and each statement computed to reveal the frequencies, percentages, and mean on a four-point Likert type scale (Strongly Agree (SA)=4, Agree (A)=3, Disagree (D)=2, Strongly Disagree (SD)=1

Table 4.6: Descriptive Analysis of Responses on Budget Implementation

Budget Implementation	SA	A	D	SD	Mean
You are involved in your departmental implementation or budgetary performance	33 (13.9%)	113 (47.5%)	66 (27.7%)	26 (10.9%)	2.64
Your institution utilizes the approved budget based on its plan	75 (31.5%)	137 (57.6%)	21 (8.8%)	5 (2.1%)	3.18
Your institution's actual budget implementation are consistent with plan	54 (22.7%)	144 (60.5%)	33 (13.9%)	7 (2.9%)	3.03
Payment is implemented based on full document and evidences	77 (32.4%)	125 (52.5%)	28 (11.8%)	8 (3.4%)	3.14
Your institution keeps its budget implementation in accordance with the government financial rules and regulations	100 (42.0%)	111 (46.6%)	25 (10.5%)	2 (0.8%)	3.30
Weighted Mean					3.06

Source: Field Survey Results (2023)

According to results in Table 4.6, 13.9% of the respondents strongly agree that they are involved in their departmental implementation or budgetary performance, 47.5% agree, 27.7% disagree, and 10.9% strongly disagree. On average, the respondents who indicated that they are involved in their departmental implementation or budgetary performance has a mean of 2.64.

Results also indicated that 31.5% of the respondents strongly agree that their institution utilizes the approved budget based on its plan, 57.6% agree, 8.8% disagree, and 2.1% strongly disagree. On average, the respondents who indicated that their institution utilizes the approved budget based on its plan has a mean of 3.18. Results also indicated that 22.7% of the respondents strongly agree that their institution's actual budget implementation are consistent with plan, 60.5% agree, 13.9% disagree, and 2.9% strongly disagree. On average, the respondents who indicated that their institution's actual budget implementation are consistent with plan has a mean of 3.03.

Results also indicated that 32.4% of the respondents strongly agree that payment is implemented based on full document and evidences, 52.5% agree, 11.8% disagree, and 3.4% strongly disagree. On average, the respondents who indicated that payment is implemented based on full document and evidences has a mean of 3.14. Results also indicated that 42.0% of the respondents strongly agree that their institution keeps its budget implementation in accordance with the government financial rules and regulations, 46.6% agree, 10.5% disagree, and 0.8% strongly disagree. On average, the respondents who indicated that their institution keeps its budget implementation in accordance with the government financial rules and regulations has a mean of 3.30.

The weighted mean for budget implementation is 3.06 which indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how budget implementation is an appropriate measure of budgeting process. However, the weighted mean of 3.06 suggested that the level of budget implementation is moderately high.

Relating results in tables 4.3 and 4.6 together, the budget implementation has varying patterns of increase with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Consequent on these findings mentioned above, it suggests that budget implementation may influence organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This provided response to research question three and has enabled the researcher to achieve the third objective of this study.

In Table 4.7, budgetary control was presented as measures of budgeting process of The Polytechnic, Ibadan, Oyo State, Nigeria using descriptive statistics and each statement computed to reveal the frequencies, percentages, and mean on a four-point Likert type scale (Strongly Agree (SA)=4, Agree (A)=3, Disagree (D)=2, Strongly Disagree (SD)=1

Table 4.7: Descriptive Analysis of Responses on Budgetary Control

Budgetary Control	SA	A	D	SD	Mean
Your institution has the practice of follow-up programme on its budget planning and control	55 (23.1%)	149 (62.6%)	27 (11.3%)	7 (2.9%)	3.06
The management control practice in the organization helps in linking the strategic plan and operational control	60 (25.2%)	153 (64.3%)	23 (9.7%)	2 (0.8%)	3.14
Your institution's expert have adequate capacity to evaluate budget with organizational goal	53 (22.3%)	154 (64.7%)	28 (11.8%)	3 (1.3%)	3.08
The current budget utilization and control of your institution is sufficient	34 (14.3%)	115 (48.3%)	71 (29.8%)	18 (7.6%)	2.69
Your institution has strong and effective internal auditing system	93 (39.1%)	112 (47.1%)	18 (7.6%)	15 (6.3%)	3.19
Weighted Mean					3.03

Source: Field Survey Results (2023)

According to results in Table 4.7, 23.1% of the respondents strongly agree that their institution has the practice of follow-up programme on its budget planning and control, 62.6% agree, 11.3% disagree, and 2.9% strongly disagree. On average, the respondents who indicated that their institution has the practice of follow-up programme on its budget planning and control has a mean of 3.06. Results also indicated that 25.2% of the respondents strongly agree that the management control practice in the organization helps in linking the strategic plan and operational control, 64.3% agree, 9.7% disagree, and 0.8% strongly disagree. On average, the respondents who indicated that the management control practice in the organization helps in linking the strategic plan and operational control has a mean of 3.14.

Results also indicated that 22.3% of the respondents strongly agree that their institution's expert have adequate capacity to evaluate budget with organizational goal, 64.7% agree, 11.8% disagree, and 1.3% strongly disagree. On average, the respondents who indicated that their institution's expert have adequate capacity to evaluate budget with organizational goal has a mean of 3.08.

Also, results indicated that 14.3% of the respondents strongly agree that the current budget utilization and control of their institution is sufficient, 48.3% agree, 29.8% disagree, and 7.6% strongly disagree. On average, the respondents who indicated that the current budget utilization and control of their institution is sufficient has a mean of 2.69. Results also indicated that 39.1% of the respondents strongly agree that their institution has strong and effective internal auditing system, 47.1% agree, 7.6% disagree, and 6.3% strongly disagree. On average, the respondents who indicated that their institution has strong and effective internal auditing system has a mean of 3.19.

The weighted mean for budgetary control is 3.03 which indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how budgetary control is an appropriate measure of budgeting process. However, the weighted mean of 3.03 suggested that the level of budgetary control is moderately high. Hence, this suggested that management need to set more stringent control measures to ensure improvement in the level of budgetary control and performance.

Relating results in tables 4.3 and 4.7 together, the budgetary control has varying patterns of increase with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Consequent on these findings mentioned above, it suggests that budgetary control may influence organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This provided response to research question four and has enabled the researcher to achieve the fourth objective of this study.

4.2.2 Hypotheses

Test of Hypotheses

$H_0$1: There is no significant effect of budget planning on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

The null hypothesis one which states that there is no significant effect of budget planning on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of budget planning was regressed on the values of organizational effectiveness. The data for budget planning (independent variable) was generated by summing responses of all items while that of organizational effectiveness (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.8a-c

Table 4.8a-c: Summary of Regression Analysis for the Effect of Budget Planning on Organizational Effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.483[a]	.233	.230	.37809

a. Predictors: (Constant), Budget Planning

b. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.253	1	10.253	71.723	.000[b]
	Residual	33.736	236	.143		
	Total	43.989	237			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Budget Planning

C. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.829	.155		11.788	.000
	Budget Planning	.406	.048	.483	8.469	.000

a. Dependent Variable: Organizational Effectiveness

Source: Field Survey Results (2023)

Table 4.8a-c presents the results of the regression analysis for the effect of budget planning on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Table 4.8a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model. From the results, budget planning has weak and significant relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria (R = 0.483). The coefficient of determination (R^2) of 0.233 shows that budget planning explained 23.3% of the changes in organizational effectiveness while the remaining 76.7% variation in organizational effectiveness is explained by other exogenous variable different from those considered in this study. This result suggests that budget planning influence 23.3% of organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Table 4.8b presents the results of ANOVA (overall model significance) of regression test which revealed that the budget planning has a significant influence on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (71.723) and p=0.000 which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.8c, revealed that at 95% confidence level, a unit change in budget planning will lead to a 0.406 increase in organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result (R^2 = 0.233, $F(1,236)$ = 71.723, p = 0.000), this study rejects the null hypothesis one ($H_0 1$) which states that budget planning has no significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

H_02: There is no significant effect of budget preparation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

The null hypothesis two which states that there is no significant effect of budget preparation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of budget preparation was regressed on the values of organizational effectiveness. The data for budget preparation (independent variable) was generated by summing responses of all items while that of organizational effectiveness (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.9a-c

Table 4.9a-c: Summary of Regression Analysis for the Effect of Budget Preparation on Organizational Effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534[a]	.285	.282	.36502

a. Predictors: (Constant), Budget Preparation

b. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.544	1	12.544	94.147	.000[b]
	Residual	31.445	236	.133		
	Total	43.989	237			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Budget Preparation

c. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.387	.181		7.671	.000
	Budget Preparation	.534	.055	.534	9.703	.000

a. Dependent Variable: Organizational Effectiveness

Source: Field Survey Results (2023)

Table 4.9a-c presents the results of the regression analysis for the effect of budget preparation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Table 4.9a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model.

From the results, budget preparation has significant relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria ($R = 0.534$). The coefficient of determination (R^2) of 0.285 shows that budget preparation explained 28.5% of the changes in organizational effectiveness while the remaining 71.5% variation in organizational effectiveness is explained by other exogenous variable different from those considered in this study. This result suggests that budget preparation influence 28.5% of organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Table 4.9b presents the results of ANOVA (overall model significance) of regression test which revealed that the budget preparation has a significant influence on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (94.147) and $p=0.000$ which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.9c, revealed that at 95% confidence level, a unit change in budget preparation will lead to a 0.534 increase in organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result ($R^2 = 0.285$, $F(1,236) = 94.147$, $p = 0.000$), this study reject the null hypothesis two (H_02) which state that budget preparation has no significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

$H_0$3: There is no significant effect of budget implementation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

The null hypothesis three which states that there is no significant effect of budget implementation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of budget implementation was regressed on the values of organizational effectiveness. The data for budget implementation (independent variable) was generated by summing responses of all items while that of organizational effectiveness (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.10a-c

Table 4.10a-c: Summary of Regression Analysis for the Effect of Budget Implementation on Organizational Effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.470[a]	.221	.218	.38101

a. Predictors: (Constant), Budget Implementation

b. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.728	1	9.728	67.011	.000[b]
	Residual	34.261	236	.145		
	Total	43.989	237			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Budget Implementation

c. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.000	.140		14.308	.000
	Budget Implementation	.368	.045	.470	8.186	.000

a. Dependent Variable: Organizational Effectiveness

Source: Field Survey Results (2023)

Table 4.10a-c presents the results of the regression analysis for the effect of budget implementation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Table 4.10a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model. From the results, budget implementation has significant relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria (R = 0.470). The coefficient of determination (R^2) of 0.221 shows that budget implementation explained 22.1% of the changes in organizational effectiveness while the remaining 77.9% variation in organizational effectiveness is explained by other exogenous variable different from those considered in this study. This result suggests that budget implementation influence 22.1% of organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Table 4.10b presents the results of ANOVA (overall model significance) of regression test which revealed that the budget implementation has a significant influence on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (67.011) and p=0.000 which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.10c, revealed that at 95% confidence level, a unit change in budget implementation will lead to a 0.368 increase in organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result (R^2 = 0.221, F(1,236)= 67.011, p= 0.000), this study reject the null hypothesis three ($H_0$3) which states that budget implementation has no significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

H_04: There is no significant effect of budgetary control on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

The null hypothesis four which states that there is no significant effect of budgetary control on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of budgetary control was regressed on the values of organizational effectiveness. The data for budgetary control (independent variable) was generated by summing responses of all items while that of organizational effectiveness (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.11a-c

Table 4.11a-c: Summary of Regression Analysis for the Effect of Budgetary Control on Organizational Effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.362[a]	.131	.128	.40237

a. Predictors: (Constant), Budgetary Control

b. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.780	1	5.780	35.703	.000[b]
	Residual	38.209	236	.162		
	Total	43.989	237			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Budgetary Control

c. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.162	.164		13.210	.000
	Budgetary Control	.318	.053	.362	5.975	.000

a. Dependent Variable: Organizational Effectiveness

Source: Field Survey Results (2023)

Table 4.11a-c presents the results of the regression analysis for the effect of budgetary control on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Table 4.11a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model. From the results, budgetary control has significant but weak relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria ($R = 0.362$). The coefficient of determination (R^2) of 0.131 shows that budgetary control predicts 13.1% of the variations in organizational effectiveness while the remaining 86.9% changes in organizational effectiveness is explained by external variable different from those considered in this study. This result suggests that budgetary control influence 13.1% of organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Table 4.11b presents the results of ANOVA (overall model significance) of regression test which revealed that the budgetary control has a significant influence on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (35.703) and p=0.000 which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.11c, revealed that at 95% confidence level, a unit change in budgetary control will lead to a 0.318 increase in organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result (R^2 = 0.131, $F(1,236) = 35.703$, p= 0.000), this study rejects the null hypothesis four (H_04) which states that budgetary control has no significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

H_05: There is no significant effect of budgeting process on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

The null hypothesis five which states that there is no significant effect of budgeting process on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of budgeting process was regressed on the values of organizational effectiveness. The data for budgeting process (independent variable) was generated by summing responses of all items used to measure the variable while that of organizational effectiveness (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.12a-c

Table 4.12a-c: Summary of Regression Analysis for the Effect of Budgeting Process on Organizational Effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.526[a]	.276	.273	.36731

a. Predictors: (Constant), Budgeting Process

b. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.149	1	12.149	90.053	.000[b]
	Residual	31.839	236	.135		
	Total	43.989	237			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Budgeting Process

c. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.494	.174		8.596	.000
	Budgeting Process	.521	.055	.526	9.490	.000

a. Dependent Variable: Organizational Effectiveness

Source: Field Survey Results (2023)

Table 4.12a-c presents the results of the regression analysis for the effect of budgeting process on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Table 4.12a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model. From the results, budgeting process has significant but weak relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria ($R = 0.526$). The coefficient of determination (R^2) of 0.276 shows that budgeting process predicts 27.6% of the variations in organizational effectiveness while the remaining 72.4% changes in organizational effectiveness is explained by external variable different from those considered in this study. This result suggests that budgeting process influence 27.6% of organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Table 4.12b presents the results of ANOVA (overall model significance) of regression test which revealed that the budgeting process has a significant influence on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (90.053) and p=0.000 which is statistically significant at 95% confidence interval.

Furthermore, the results of regression coefficients in table 4.12c, revealed that at 95% confidence level, a unit change in budgeting process will lead to a 0.521 increase in organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result ($R^2 = 0.276$, $F(1,236) = 90.053$, $p = 0.000$), this study rejects the null hypothesis five (H_05) which states that budgeting process has no significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

4.3 Discussion of Findings

From the research questions administered through questionnaire, service delivery and employee's commitment were presented as measures of organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria using descriptive statistics and four-point Likert type scale (Strongly Agree (SA)=4, Agree (A)=3, Disagree (D)=2, Strongly Disagree (SD)=1).

The results revealed that 32.8% of the respondents strongly agree that the institution provides services that respond to the needs of the public, 54.2% agree, 5.9% disagree, and 7.1% strongly disagree. On average, the respondents that indicated that the institution provides services that respond to the needs of the public has a mean of 3.13.
Results also indicated that 20.2% of the respondents strongly agree that the institution provides confidence to the public that services rendered will address their concerns adequately, 68.5% agree, 7.6% disagree, and 3.8% strongly disagree. On average, the respondents which indicated that the institution provides confidence to the public that services rendered will address their concerns adequately has a mean of 3.05. Results also indicated that 20.2% of the respondents strongly agree that there is proper monitoring of academic activities to ensure superior service delivery to stakeholders, 54.6% agree, 23.5% disagree, and 1.7% strongly disagree. On average, the respondents who indicated that there is proper monitoring of academic qsactivities to ensure superior service delivery to stakeholders has a mean of 2.93.

22.7% of the respondents strongly agree that they have quality control unit to guarantee effective academic service delivery, 58.0% agree, 13.9% disagree, and 5.5% strongly disagree. On average, the respondents who indicated that they have quality control unit to guarantee effective academic service delivery has a mean of 2.98. Results also indicated that 19.3% of the respondents strongly agree that the institution possesses facilities (equipment) that guarantee excellent service delivery, 50.4% agree, 18.9% disagree, and 11.3% strongly disagree. On average, the respondents that indicated the institution possesses facilities (equipment) that guarantee excellent service delivery has a mean of 2.78.

29.4% of the respondents strongly agree that the institution possesses personnel that guarantee excellent service delivery, 52.2% agree, 14.7% disagree, and 3.4% strongly disagree. On average, the respondents that indicated the institution possesses personnel that guarantee excellent service delivery has a mean of 3.08. Results also indicated that 18.1% of the respondents strongly agree that the institution possesses a sense of understanding of the public and their needs, 64.3% agree, 12.6% disagree, and 5.0% strongly disagree. On average, the respondents that indicated the institution possesses a sense of understanding of the public and their needs has a mean of 2.95.

22.7% of the respondents strongly agree that the institution consistently provides services that enhance positive usage experience by their stakeholders, 62.6% agree, 11.8% disagree, and 2.9% strongly disagree. On average, the respondents that indicated the institution consistently provides services that enhance positive usage experience by their stakeholders has a mean of 3.05.

45.0% of the respondents strongly agree that they are able to perform increasing numbers of assignment given, 47.9% agree, 5.9% disagree, and 1.3% strongly disagree. On average, the respondents that indicated they are able to perform increasing numbers of assignment given has a mean of 3.37. Results also indicated that 45.8% of the respondents strongly agree that they strive to improve public image of the institution, 48.3% agree, 4.2% disagree, and 1.7% strongly disagree. On average, the respondents who indicated that they strive to improve public image of the institution has a mean of 3.38.

49.6% of the respondents strongly agree that they possess the ability to work with less supervision, 43.3% agree, 5.5% disagree, and 1.7% strongly disagree. On average, the respondents who indicated that they possess the ability to work with less supervision has a mean of 3.41. Results also indicated that 44.5% of the respondents strongly agree that they set organization's mission as priority, 48.7% agree, 5.0% disagree, and 1.7% strongly disagree. On average, the respondents who indicated that they set organization's mission as priority has a mean of 3.36. Results also indicated that 21.4% of the respondents strongly agree that they undergo periodic training to add new skill-set to improve work done, 54.2% agree, 21.0% disagree, and 3.4% strongly disagree. On average, the respondents who indicated that they undergo periodic training to add new skill-set to improve work done has a mean of 2.94.

31.9% of the respondents strongly agree that tasks are properly monitored by the department for achievement, 51.7% agree, 11.3% disagree, and 5.0% strongly disagree. On average, the respondents who indicated that tasks are properly monitored by the department for achievement done has a mean of 3.11. The weighted mean for service delivery is 2.99 and employee's commitment is 3.26 which indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how service delivery and employee's commitment is an appropriate measure of organizational effectiveness. Moreover, the weighted mean of 3.26 suggested that the level of organizational effectiveness is moderately high hence, management's commitment to improve these results is imperative for the sustainability of The Polytechnic, Ibadan, Oyo State, Nigeria.

Budget planning was presented as a measure of budgeting process of The Polytechnic, Ibadan, Oyo State, Nigeria and the results revealed that 31.1% of the respondents strongly agree that top management communicate the budget plan to those preparing the budget, 57.6% agree, 10.1% disagree, and 1.3% strongly disagree. On average, the respondents who indicated that top management communicate the budget plan to those preparing the budget has a mean of 3.18.

26.1% of the respondents strongly agree that the institution have a long-term budget plan, 49.6% agree, 22.3% disagree, and 2.1% strongly disagree. On average, the respondents who indicated that the institution have a long-term budget plan has a mean of 3.00. Results also indicated that 37.4% of the respondents strongly agree that budgets are planned according to their organizational goals and objectives, 55.5% agree, 5.0% disagree, and 2.1% strongly disagree. On average, the respondents who indicated that budgets are planned according to their organizational goals and objectives has a mean of 3.28.

31.5% of the respondents strongly agree that finance offices circulate call letters and budget guidelines to all sectors on time, 54.6% agree, 10.1% disagree, and 3.8% strongly disagree. On average, the respondents who indicated that finance offices circulate call letters and budget guidelines to all sectors on time has a mean of 3.14. Results also indicated that 46.6% of the respondents strongly agree that budget planning plays important role in enhancing qualitative educational service delivery in their institution, 46.2% agree, 5.0% disagree, and 2.1% strongly disagree. On average, the respondents who indicated that budget planning plays important role in enhancing qualitative educational service delivery in their institution has a mean of 3.37.

The weighted mean for budget planning is 3.19 which indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how budget planning is an appropriate measure of budgeting process. However, the weighted mean of 3.19 suggested that the level of budget planning is moderately high. Relating results in tables 4.3 and 4.4 together, the budget planning has varying patterns of increase with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Consequent on these findings mentioned above, it suggests that budget planning may influence organizational effectiveness of The Polytechnic Ibadan. This provided response to research question one and has enabled the researcher to achieve the first objective of this study.

Budget preparation was presented as a measure of budgeting process of The Polytechnic, Ibadan, Oyo State, Nigeria and 47.9% of the respondents strongly agree that departments in their institution prepares budget plans prior to the budget year, 50.0% agree, 0.8% disagree, and 1.3% strongly disagree. On average, the respondents who indicated that departments in their institution prepares budget plans prior to the budget year has a mean of 3.45. Results also indicated that 37.8% of the respondents strongly agree that past data is used as the starting point for producing the budgets, 54.2% agree, 5.9% disagree, and 2.1% strongly disagree. On average, the respondents indicated that past data is used as the starting point for producing the budgets has a mean of 3.28.

27.7% of the respondents strongly agree that when budgeting, outcomes, goals and objectives are linked to organizational activities/objectives, 55.5% agree, 15.5% disagree, and 1.3% strongly disagree. On average, the respondents who indicated that when budgeting, outcomes, goals and objectives are linked to organizational activities/objectives has a mean of 3.10. Results also indicated that 26.9% of the respondents strongly agree that they have adequate understanding of how to plan and prepare budget, 54.2% agree, 17.6% disagree, and 1.3% strongly disagree. On average, the respondents who indicated that they have adequate understanding of how to plan and prepare budget has a mean of 3.07.

39.5% of the respondents strongly agree that budget is prepared on reliable data and estimates, 53.8% agree, and 6.7% disagree. On average, the respondents who indicated that budget is prepared on reliable data and estimates has a mean of 3.33. Results also indicated that 41.2% of the respondents strongly agree that their institution has adequate number of professionals (budget officers) who prepare and plans budget, 50.4% agree, and 8.4% disagree. On average, the respondents who indicated that their institution has adequate number of professionals (budget officers) who prepare and plans budget has a mean of 3.33.

The weighted mean for budget preparation is 3.26 which indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how budget preparation is an appropriate measure of budgeting process. However, the weighted mean of 3.26 suggested that the level of budget preparation is moderately high. Relating results in tables 4.3 and 4.5 together, the budget preparation has varying patterns of increase with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Consequent on these findings mentioned above, it suggests that budget preparation may influence organizational effectiveness of The Polytechnic, Ibadan, Oyo

State, Nigeria. This provided response to research question two and has enabled the researcher to achieve the second objective of this study.

Budget implementation was presented as a measure of budgeting process of The Polytechnic, Ibadan, Oyo State, Nigeria where 13.9% of the respondents strongly agree that they are involved in their departmental implementation or budgetary performance, 47.5% agree, 27.7% disagree, and 10.9% strongly disagree. On average, the respondents who indicated that they are involved in their departmental implementation or budgetary performance has a mean of 2.64. Results also indicated that 31.5% of the respondents strongly agree that their institution utilizes the approved budget based on its plan, 57.6% agree, 8.8% disagree, and 2.1% strongly disagree. On average, the respondents who indicated that their institution utilizes the approved budget based on its plan has a mean of 3.18. Results also indicated that 22.7% of the respondents strongly agree that their institutions attract budget implementation and are consistent with plan, 60.5% agree, 13.9% disagree, and 2.9% strongly disagree. On average, the respondents who indicated that their institutions attract budget implementation and are consistent with plan has a mean of 3.03. Results also indicated that 32.4% of the respondents strongly agree that payment is implemented based on full document and evidences, 52.5% agree, 11.8% disagree, and 3.4% strongly disagree. On average, the respondents who indicated that payment is implemented based on full document and evidences has a mean of 3.14. Results also indicated that 42.0% of the respondents strongly agree that their institution keeps its budget implementation in accordance with the government financial rules and regulations, 46.6% agree, 10.5% disagree, and 0.8% strongly disagree. On average, the respondents who indicated that their institution keeps its budget implementation in accordance with the government financial rules and regulations has a mean of 3.30.

The weighted mean for budget implementation is 3.06 which indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how budget implementation is an appropriate measure of budget process. However, the weighted mean of 3.06 suggested that the level of budget implementation is moderately high. Relating results in tables 4.3 and 4.6 together, the budget implementation has varying patterns of increase with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Consequent on these findings mentioned above, it suggests that budget implementation may influence organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This provided response to research question three and has enabled the researcher to achieve the third objective of this study.

Budgetary control was presented as a measure of budgeting process of The Polytechnic, Ibadan, Oyo State, Nigeria using descriptive statistics and 23.1% of the respondents strongly agree that their institution has the practice of follow-up programme on its budget planning and control, 62.6% agree, 11.3% disagree, and 2.9% strongly disagree. On average, the respondents who indicated that their institution has the practice of follow-up programme on its budget planning and control has a mean of 3.06.

25.2% of the respondents strongly agree that the management control practice in the organization helps in linking the strategic plan and operational control, 64.3% agree, 9.7% disagree, and 0.8% strongly disagree. On average, the respondents who indicated that the management control practice in the organization helps in linking the strategic plan and operational control has a mean of 3.14. Results also indicated that 22.3% of the respondents strongly agree that their institution's expert have adequate capacity to evaluate budget with organizational goal, 64.7% agree, 11.8% disagree, and 1.3% strongly disagree. On average, the respondents who indicated that their institution's expert have adequate capacity to evaluate budget with organizational goal has a mean of 3.08.

14.3% of the respondents strongly agree that the current budget utilization and control of their institution is sufficient, 48.3% agree, 29.8% disagree, and 7.6% strongly disagree. On average, the respondents who indicated that the current budget utilization and control of their institution is sufficient has a mean of 2.69. Results also indicated that 39.1% of the respondents strongly agree that their institution has strong and effective internal auditing system, 47.1% agree, 7.6% disagree, and 6.3% strongly disagree. On average, the respondents who indicated that their institution has strong and effective internal auditing system has a mean of 3.19.

The weighted mean for budgetary control is 3.03 which indicates that on average, respondents agreed with most of the statements on the high scale as it relates to how budgetary control is an appropriate measure of budgeting process. However, the weighted mean of 3.03 suggested that the level of budgetary control is moderately high. Hence, this suggested that management need to set more stringent control measures to ensure improvement in the level of budgetary control and performance. Relating results in tables 4.3 and 4.7 together, the budgetary control has varying patterns of increase with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Consequent on these findings mentioned above, it suggests that budgetary control may influence organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This provided response to research question four and has enabled the researcher to achieve the fourth objective of this study.

In relation to hypotheses the following was found out: the null hypothesis one which states that there is no significant effect of budget planning on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of budget planning was regressed on the values of organizational effectiveness. The data for budget planning (independent variable) was generated by summing responses of all items while that of organizational effectiveness (dependent) was generated by adding responses of all items used to measure the variable.

From the results, budget planning has weak and significant relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria (R = 0.483). The coefficient of determination (R^2) of 0.233 shows that budget planning explained 23.3% of the changes in organizational effectiveness while the remaining 76.7% variation in organizational effectiveness is explained by other exogenous variable different from those considered in this study. This result suggests that budget planning influence 23.3% of organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

However, budget planning has a significant influence on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (71.723) and p=0.000 which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.8c, revealed that at 95% confidence level, a unit change in budget planning will lead to a 0.406 increase in organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result (R^2 = 0.233, F(1,236) = 71.723, p = 0.000), this study rejects the null hypothesis one (H_01) which states that budget planning has no significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

The null hypothesis two which states that there is no significant effect of budget preparation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of budget preparation was regressed on the values of organizational effectiveness. The data for budget preparation (independent variable) was generated by summing responses of all items while that of organizational effectiveness (dependent) was generated by adding responses of all items used to measure the variable.

The results of the regression analysis for the effect of budget preparation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. The R^2 was used to establish the predictive power of the study's model.

From the results, budget preparation has significant relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria ($R = 0.534$). The coefficient of determination (R^2) of 0.285 shows that budget preparation explained 28.5% of the changes in organizational effectiveness while the remaining 71.5% variation in organizational effectiveness is explained by other exogenous variable different from those considered in this study. This result suggests that budget preparation influence 28.5% of organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

The regression test revealed that the budget preparation has a significant influence on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (94.147) and $p=0.000$ which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.9c, revealed that at 95% confidence level, a unit change in budget preparation will lead to a 0.534 increase in organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result (R^2 = 0.285, F(1,236) = 94.147, p = 0.000), this study rejects the null hypothesis two ($H_0$2) which states that budget preparation has no significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

The null hypothesis three which states that there is no significant effect of budget implementation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of budget implementation was regressed on the values of organizational effectiveness. The data for budget implementation (independent variable) was generated by summing responses of all items while that of organizational effectiveness (dependent) was generated by adding responses of all items used to measure the variable. The results of the regression analysis for the effect of budget implementation on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria showed that budget implementation has significant relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria (R = 0.470). The coefficient of determination (R^2) of 0.221 shows that budget implementation explained 22.1% of the changes in organizational effectiveness while the remaining 77.9% variation in organizational effectiveness is explained by other exogenous variable different from those considered in this study.

This result suggests that budget implementation influence 22.1% of organizational effectiveness and budget implementation has a significant influence on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (67.011) and p=0.000 which is statistically significant at 95% confidence interval.

Furthermore, the results of regression coefficients in table 4.10c, revealed that at 95% confidence level, a unit change in budget implementation will lead to a 0.368 increase in organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result (R^2 = 0.221, $F(1,236)$= 67.011, p= 0.000), this study rejects the null hypothesis three ($H_0 3$) which states that budget implementation has no significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

The null hypothesis four which states that there is no significant effect of budgetary control on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of budgetary control was regressed on the values of organizational effectiveness. The data for budgetary control (independent variable) was generated by summing responses of all items while that of organizational effectiveness (dependent) was generated by adding responses of all items used to measure the variable.

From the results, budgetary control has significant but weak relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria (R = 0.362). The coefficient of determination (R^2) of 0.131 shows that budgetary control predicts 13.1% of the variations in organizational effectiveness while the remaining 86.9% changes in organizational effectiveness is explained by external variable different from those considered in this study. This result suggests that budgetary control influence 13.1% of organizational effectiveness and budgetary control has a significant influence on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This can be explained by the F-value (35.703) and p=0.000 which is statistically significant at 95% confidence interval. On the strength of this result (R^2 = 013.1, $F(1,236)$ = 35.703, p=

0.000), this study rejects the null hypothesis four ($H_0 4$) which states that budgetary control has no significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

The null hypothesis five which states that there is no significant effect of budgeting process on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of budgeting process was regressed on the values of organizational effectiveness. The data for budgeting process (independent variable) was generated by summing responses of all items used to measure the variable while that of organizational effectiveness (dependent) was generated by adding responses of all items used to measure the variable. From the results, budgeting process has significant but weak relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria (R = 0.526). The coefficient of determination (R^2) of 0.276 shows that budgeting process predicts 27.6% of the variations in organizational effectiveness while the remaining 72.4% changes in organizational effectiveness is explained by external variable different from those considered in this study. This result suggests that budgeting process influence 27.6% of organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Furthermore, the results of regression coefficients revealed that at 95% confidence level, a unit change in budgeting process will lead to a 0.521 increase in organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result ($R^2 = 0.276$, $F(1,236) = 90.053$, p= 0.000), this study rejects the null hypothesis five ($H_0 5$) which states that budgeting process has no significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Conceptually an effective budgeting process enables the organization to effectively plan, organize and coordinate the financial activities of the organization by maximizing its opportunities and minimizing threats. Budgeting process which consists of budget planning, budget preparation, budget implementation and budgetary control is an essential recipe for sustaining higher level of performance.

The findings of this study have support in empirical literature as it agreed with the findings of the researcher on budget implementation strategies and organizational effectiveness in colleges of education in Nigeria where his findings showed that there was a significant relationship between budget implementation strategies and organizational effectiveness in the colleges of education[1].

Also in the work of the researcher on performance-based budgeting implementation in Higher Education Institutions: determinants and impact on quality, it was found out that management competence and reward systems have a positive impact on performance-based budgeting implementation and that performance-based budgeting has a positive effect on Higher Education Institutions' quality. Performance-based budgeting plays a role as an intervening variable in the relationship between management competence and reward systems in relation to Higher Education Institutions' quality[2].

Another researcher who investigated the effect of budget implementation on economic growth in Nigeria found out that capital expenditure exerts positive and significant relationship with the gross domestic product of Nigeria. Likewise, recurrent expenditure and gross domestic product show positive and significant relationship[3].

On the other hand, the researcher exploring challenges to capital budget implementation in Nigeria found out that successive government budgets in Nigeria have not significantly impacted growth due to poor implementation most especially in its capital expenditure components[4].

The study on the impact of budget and budgetary control system on tertiary institution financial performance in Nigeria agreed with this research work as its findings revealed that there was presence of co-integration (long-term relationship) among the variables in the model, budget planning, budget evaluation, control and monitoring have significant relationship with financial performance in Nigeria[5].

However, the researcher identified conversely that budget participation is not significantly related to financial performance of the tertiary institution in the long run and proffer solution that government should ensure efficiency and effectiveness in the budgeting and budgetary control system.

Another researcher who examined the effect of budgeting and budgetary control on accountability in the Ahmadu Bello University, Zaria also justified in his findings that budgetary control, budgeting process and implementation have positive and statistically significant effect on accountability[6].

In the work of a researcher who studied impact of budget preparation and implementation on secondary school administration in South-East states, Nigeria revealed that budget preparation procedure and implementation enhances secondary school administration and gender has no significant influence on the extent which principal's budget preparation procedure and implementation enhances secondary school administration[7].

A researcher who examined the effect of budgetary processes on organization performance: a case of marine state agencies, Kenya revealed that there was a positive significant relationship between budgetary processes for intense budgetary planning, budgetary control and budgetary implementation, monitoring and evaluation on organization performance[8].

Another study on the budgetary process and its effect on financial performance, a study of small and medium-sized enterprises in Yemen revealed that both budgetary planning and budgetary control have significant positive relationship with the financial performance of small and medium-sized enterprises in Yemen which is in line with this study[9].

It was opined by a researcher through study results that in the context of modernizing the budget process, it is necessary to conduct a balanced macroeconomic policy using economic incentives and restrained fiscal policy. Of particular importance is the problem of a balanced budget, which requires a search for internal reserves to ensure access to the sustainable development path. One of these vectors is to ensure effective medium-term budget planning based on international experience. To show that to achieve the priorities and goals outlined in the strategic budget planning documents, there is need for a qualitative leap in socio-economic development with limited budget resources, which significantly increases the relevance of developing measures to modernize the budget process and to develop budget planning. The distinctive features of the best foreign practices in budget planning development are implementation and constant review of budget spending; public participation in the budget process; developing a system for strategic planning of budget investments; improved completeness and quality of public sector financial reporting; digitization of the public administration system and the budget process, the use of the latest result-oriented budgeting technologies[10].

Focusing on budget performance as an integral attribute of a modern budget planning system. The formation of a full-fledged budget planning system requires significant time and planning in implementing reforms, changes in the management culture, interest, support, and constant attention from concerned stakeholders.

From the theoretical stand point agency theory is strengthened. The strength of the agency theory which emphasized the contractual relationship between two parties, principal and agent provided the link between the budgeting process and the organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This study's results are in agreement with this theoretical perspectives.

In this study, the principal is the Oyo State government, represented by the governing council, who owns and finance The Polytechnic, Ibadan while the management and the members of staff are the agents who manage the institution for the government.

The Oyo State government represents the interests of the populace who are the shareholders of the institution and expects an effective service delivery in teaching and learning procedures of their children who are the students of the institution. The government does this by providing fund for the smooth running of the institution through budget and expects adequate turnover of skilled manpower into the labour market which will bring about economical development to the state and the nation in general.

Therefore, on the strength of the support found in conceptual, empirical and theoretical submissions in prior literatures with this present study's result, the study posits that budgeting process have significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

Endnotes

1 A. S. Omosidi; D. A. Oguntunde; F. K. Oluwalola & R. L. Ajao, *Budget Implementation Strategies and Organizational Effectiveness in Colleges of Education in Nigeria*, **Journal of East African School of Higher Education Studies & Development**, 10(2), 2019, 9.

2 S. Pratolo; H. Sofyani & M. Anwar, *Performance-Based Budgeting Implementation in Higher Education Institutions: Determinants and Impact on Quality*, **Journal of Cogent Business and Management**, 7(1), 2020, 1-12.

3 S. A. Ilemona & N. Sunday, *Budget Implementation and Economic Growth in Nigeria: An Exploratory Review (2014-2018)*, **International Journal of Academic Research in Accounting, Finance and Management Sciences**, 8(4), 2018, 171-176.

4 L. Effiom & S. E. Edet, *Challenges to Capital Budget Implementation in Nigeria*, **Journal of African Research Review**, 13(3), 2019, 15.

5 O. N. Oladipo & A. Efuntade, *The Impact of Budget and Budgetary Control System on Tertiary Institution Financial Performance in Nigeria*, **Journal of Research Gate**, 1(2), 2020, 281-302.

6 A. Abubakar & L. A. Stephen, *Effect of Budgeting and Budgetary Control on Accountability in the Ahmadu Bello University, Zaria*, **Kasu Journal of Accounting Research and Practice**, 2018.

7 C. Joseph & E. Ijeoma, *Impact of Budget Preparation and Implementation on Secondary School Administration in South-East States, Nigeria*, **International Journal of Applied Environmental Sciences**, 14(4), 2019, 367-382.

8 R. Keng'ara & I. Makina, *Effect of Budgetary Processes on Organizational Performance: A Case of Marine State Agencies, Kenya*, **Universal Journal of Accounting and Finance**, 8(4), 2020,115-130.

9 S. Nair; O. A. A. Radmanb & S. Ahamad, *The Budgetary Process and its Effect on Financial Performance, A Study of Small and Medium-Sized Enterprises in Yemen*, **International Journal of Innovation, Creativity and Change**, 14(4), 2020, 816-834.

10 M. Bergmann; C. Bruck; T. Knauer & A. Schwering, *Digitization of the Budgeting Process: Determinants of the Use of Business Analytics and its Effect on Satisfaction with the Budgeting Process*, **Journal of Management Control**, 31, 2020, 25-54.

Chapter Five

Conclusion

This chapter discusses the summary of the findings, conclusion and recommendations of the study. The findings of this study concisely summarize the contribution of the study to knowledge as well as suggested areas for further research.

5.1 Summary of Findings

The study examined the effect of budgeting process (budget planning, budget preparation, budget implementation and budgetary control) on organizational effectiveness (service delivery and employee's commitment) of The Polytechnic, Ibadan, Oyo State, Nigeria. Descriptive analysis of responses from respondents of all items used to measure the variables were done and hypotheses tested to determine the significant effect of each budgeting process variables on organizational effectiveness of The Polytechnic, Ibadan. From the analyses and interpretation of hypotheses, the following can be summed up as the major findings of this study:

budget planning has significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria based on the strength of this result (R^2 = 0.233, F(1,236)= 71.723, p= 0.000);

budget preparation has significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria based on the strength of this result (R^2 = 0.285, F(1,236)= 94.147, p= 0.000);

budget implementation has significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria based on the strength of this result (R^2 = 0.221, F(1,236)= 67.011, p= 0.000);

budgetary control has significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria based on the strength of this result (R^2 = 013.1, F(1,236)= 35.703, p= 0.000);

budgeting process has significant effect on organizational effectiveness of The Polytechnic Ibadan, Oyo State, Nigeria based on the strength of this result (R^2 = 0.276, F(1,236)= 90.053, p= 0.000).

5.2 Conclusion

Based on the findings, this study concluded that there is a statistically significant effect of budgeting process (budget planning, budget preparation, budget implementation and budgetary control) on organizational effectiveness (service delivery and employee's commitment) of The Polytechnic, Ibadan, Oyo State, Nigeria.

Theoretically, the outcome of this study is in line with the agency theory which provided the theoretical bedrock for this study. The theory was selected to guide this study because its perspectives relate to the variables under investigation. As agency theory deals with contractual relationship between two parties which are principal and agent. The principal is the shareholders who claims the ownership of the organization, in this case referred to as the government of Oyo State while the agent is the management of The Polytechnic, Ibadan who controls the activities of the institution.

5.3 Recommendations

Based on the findings of this study, the following recommendations are made:

i the study established that budget planning has significant effect on organizational effectiveness of The Polytechnic Ibadan, Oyo State, Nigeria. However, the effect is weak suggesting that more effort is required by management with regards to budget planning most especially in the aspect of planning budget according to the organizational goals and objectives;

ii the study established that budget preparation has significant effect on organizational effectiveness of The Polytechnic Ibadan, Oyo State, Nigeria. However, the management need to intensify efforts in the area of provision of adequate professionals who prepare and plan budget;

iii the study established that budget implementation has significant effect on organizational effectiveness of The Polytechnic Ibadan, Oyo State, Nigeria based on the findings of this study. However, it is recommended that the institution should intensify efforts on keeping its budget implementation in accordance with the government financial rules and regulations. Also, payment must be made based on full document and evidences in order to strengthen the relationship.

iv the study established that budgetary control has significant but weak relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria based on the result of the study. However, the management has to embrace strong and effective internal auditing system.

v the result established that budgeting process has significant influence on organizational effectiveness but weak relationship with organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria based on the strength of this result. However, the management of The Polytechnic, Ibadan should work on the aspects of budgeting process such as budget planning and budgetary control that has weak relationship with organizational effectiveness of the institution.

5.4 Contributions to Knowledge

The finding of this study made important contributions to knowledge in the following ways:

Based on the conceptual review done, this study offers immense contribution to knowledge conceptually in several ways. This study identified and filled conceptual gaps in literature regarding budgeting process and organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria.

This study also contributed to conceptual knowledge by providing definition to each of the independent variables and their sub-variables and this can form the basis for conceptual discussion in future studies on budgeting process and organizational effectiveness literature.

Theoretically, agency theory is strengthened. The strength of the agency theory which emphasized the contractual relationship between two parties, principal and agent provided the link between the budgeting process and the organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. This study's results are in agreement with this theoretical perspectives. The outcome of this study is in line with the agency theory and provided the theoretical bedrock for it. The theory was selected to guide this study because its perspectives relate to the variables under investigation and added to literatures that used the theory which can be referenced in future.

Specifically, the result of the findings showed that hypothesis one revealed a significant effect of budget planning on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Hypothesis two showed that budget preparation have significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Hypothesis three confirmed that budget implementation has significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Hypothesis four suggested that budgetary control have significant effect on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria. Lastly, hypothesis five suggest that budgeting process has significance influence on organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria which made the initial null hypotheses to be rejected.

In conclusion, the above-mentioned points lay emphasis on the fact that this study offers significant contribution to knowledge and has practical implication for The Polytechnic, Ibadan that was investigated.

5.5 Suggested Areas for Further Research

Having researched on budgeting process and organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, the researcher is suggesting the following areas for further research:

This study examined budgeting process and organizational effectiveness of The Polytechnic, Ibadan, Oyo State, Nigeria, further research can examine other university, polytechnic or college of education in Oyo State, Nigeria.

Moreover, further research can examine the effect of budgeting process and organizational effectiveness on all the tertiary institutions in Oyo State.

Oyo State is the geographical location the researcher conducted this research on, further studies can examine budgeting process and organizational effectiveness in tertiary institutions in other geographical location in Nigeria.

Questionnaire was administered in collecting data for analysis in this research work, further studies can employ secondary data or mixed method.

Bibliography

Dissertation

Godlisten G. A., *The Role of Employees Motivation on the organization Performance in Private Sector: A Case Study of DSM Corridor Group Ltd*, A Dissertation for the Award of Master of Science Degree in Human Resource Management of Mzumbe University, 2020, 1-95.

Wuraola E. A., *Budgeting Process and Organizational Effectiveness in The Polytechnic, Ibadan, Oyo State, Nigeria,* A Thesis for the Award of Master of Science Degree in Accounting, Department of Management and Accounting, Lead City University, Ibadan, Nigeria, 2023, 66.

Journal

Abubakar A. & Stephen L. A., *Effect of Budgeting and Budgetary Control on Accountability in the Ahmadu Bello University, Zaria*, **Kasu Journal of Accounting Research and Practice**, 2018.

Adejuwon J. A. & Hassan I. K., *Internal Control Process and Organizational Performance of Selected Deposit Money Banks in Nigeria*, **Journal of Economics Finance and Management Studies**, 5(11), 2022, 11-23.

Ajayi I. E. & Dada S. O., *The Influence of Budget and Financial Control in Selected Government Parastatals in Nigeria*, **Journal of Contemporary Research in Social Sciences,** 4(1), 2022, 1-9.

Alase G. A. & Akinbo T. M., *Employee Motivation and Job Performance: Empirical Evidence from Nigeria,* **Applied Journal of Economics, Management and Social Sciences**, 2(2), 2021, 16-23.

Al-Kaabi O. M. S. M.; Karim A. M. & Hossain M. I., *Evaluation of Budgetary Control due to Fluctuation of Petroleum Price on Ministry of Interior, UAE: A Framework of Analysis*, **Journal of Academic Research in Business and Social Sciences**, v9-i5, 2019, 698-716.

Allen T. A., *Budgeting Practices and Management of Tertiary Institutions in Ondo State, Nigeria*, **Journal of Emerging Technologies and Innovative Research**, 8(12), 2021, a721-a736.

Andrijasevic M. & Pasic V., *Theoretical Assumptions of Agency Problem*, **Journal of Research Gate**, 2018, 1-7.

Arifin A. & Pagalung G., *Empirical Study of the Effect of Participation of Budget in Managerial Performance*, **International Journal of Advanced Engineering, Management And Science (IJAEMS)**, 4(9), 2018, 645.

Bergmann M.; Bruck C.; Knauer T. & Schwering A., *Digitization of the Budgeting Process: Determinants of the Use of Business Analytics and its Effect on Satisfaction with the Budgeting Process*, **Journal of Management Control**, 31, 2020, 25-54.

Bisong D. B. & Ogwumike J. H. C., *Citizen Participation in Budgetary Processes and Effective Governance in Nigeria*, **Journal of Public Administration and Social Welfare Research**, 5(2), 2020, 1-11.

Chu A. & Westerheijden F. D., *Between Quality and Control: What can we Learn from Higher Education Quality Assurance Policy in the Netherlands.* **Journal of Quality in Higher Education**, 24(3), 2018, 260–270.

Cudjoe F. K., *Budgeting and Budgetary Control are Time Consuming Tasks for any Organization: Examination of how the Preparation, Operation and Implementation Phases are carried out to the Benefit and Achievement of a Successful Organization*, **Journal of Archives of Business Research**, 8(8), 2020, 233-277.

Dauda H., *Examining the Role of Budgeting and Budgetary Control in Achieving Objectives of Business Organisations*, **International Journal of Operational Research in Management, Social Sciences and Education**, 5(1), 2019, 14-21.

Effiom L. & Edet S. E., *Challenges to Capital Budget Implementation in Nigeria*, **Journal**
of African Research Review, 13(3), 2019, 15.

Egiyi; Amaka M. & Nwadialor E. O., *Fueling Corruption through Budgetary Allocation*, **International Journal of Research and Innovation in Social Science**, IV(VII), 2020, 164-168.

Ermawati M. A. D., *Analysis of The Budget Planning Process and Budget Execution Process*, **European Journal of Business and Management Research**, 5(4), 2020, 426. http://dx.doi.org/10.24018/ejbmr.2020.5.4.426 Vol 5 | Issue 4 | July 2020

Gulden M.; Saltanat K.; Raigul D.; Dauren T. & Assel A., *Quality Management of Higher Education: Innovation Approach from Perspectives of Institutionalism. An Exploratory Literature Review.* **Journal of Cogent Business & Management**, 7(1), 2020, 1-9.

Henttu-Aho T., *The Role of Rolling Forecasting in Budgetary Control Systems: Reactive and Proactive Types of Planning*, **Journal of Management Control**, 29, 2018, 327-360.

Ibrahim M., *Designing Zero-Based Budgeting for Public Organizations*, **Journal of Problems and Perspectives in Management**, 17(2), 2019, 323-333.

Ilemona S. A. & Sunday N., *Budget Implementation and Economic Growth in Nigeria: An Exploratory Review (2014-2018)*, **International Journal of Academic**

Research in Accounting, Finance and Management Sciences, 8(4), 2018, 171-176.

İpek E. A. S., *New Approaches in Public Budgeting*, **Journal of Public Economics and Finance**, 2018, 1-18.

James A. G.; Agbi S. E.; Mustapha L. O. & Lasisi I. O., *Impact of Capital Budgeting Decision on the Performance of MTN Nigeria Limited*, **IOSR Journal of Business and Management**, 24(1), 2022, 12-19.

Joseph C. & Ijeoma E., *Impact of Budget Preparation and Implementation on Secondary School Administration in South-East States, Nigeria*, **International Journal of Applied Environmental Sciences**, 14(4), 2019, 367-382.

Kazeem N.; Bwala N. J. & Dunga S. Y., *Constraints to Budget Implementation in Nigeria*, **World Journal of Innovative Research**, 7(4), 2019, 74-80.

Keng'ara R. & Makina I., *Effect of Budgetary Processes on Organizational Performance: A Case of Marine State Agencies, Kenya*, **Universal Journal of Accounting and Finance**, 8(4), 2020, 115-130.

Kerosi E., *Analysis of Budgetary Control Practices and the Management of Micro and Small Enterprises at Kangemi Town in Kenya*, **International Journal of Scientific & Research Publications**, 8(1), 2018.

Lawyer C. O., *Budget Preparation and Implementation in the Nigerian Public Sector,* **Research Journal of Finance and Accounting**, 4(16), 2013, 50-54.

Maisaroh S., PH S., & Hadi S., *The Budget Planning Determinant Factors at State Primary Schools in Yogyakarta Province*, **International Journal of Instruction**, 12(2), 2019, 353-368,. https://doi.org/10.29333/iji.2019.12223a

Mannes S.; Frare A. B. & Beuren I. M., *Effects of Using Static and Flexible Budgets on Process and Product Innovation*, **Journal of Accounting and Organizations**, 15, 2021,1-12.

Milanović S. S., *The Impact of Employees' Commitment on Organizational Performances*, **Journal of Researchgate and Article in Strategic Management**, 25(3), 2020, 028-037.

Mwiya B.; Siachinji B.; Bwalya J.; Sikombe S.; Chawala M.; Chanda H., Sakala E.; Muyenga A.; Kaulungombe B. & Kayekesi M., *Are there Study Mode Differences in Perceptions of University Education Service Quality? Evidence from Zambia.* **Journal of Cogent Business and Management**, 6(1), 2019, 1-13.

Nair S.; Radmanb O. A. & Ahamad S., *The Budgetary Process and its Effect on Financial Performance, A Study of Small and Medium-Sized Enterprises in Yemen*, **International Journal of Innovation, Creativity and Change**, 14(4), 2020, 816-834.

Nasri H, Nurman N., Azwirman A., Zainal M., & Riauan I., *Implementation of collaboration planning and budget performance information for special allocation fund in budget planning in the regional development planning agency of Rokan Hilir regency*, **International Journal of Health Sciences**, *6*(S4), 2022, 639–651. https://doi.org/10.53730/ijhs.v6nS4.5597

Nwala M. N. Ph.D & Ogboji T. B., *Effect of Budget Implementation on Economic Growth in Nigeria*, **IOSR Journal of Economics and Finance**, 3(6), 2020.

Okafor C. & Otalor J., *Budget Participation and Budgetary Slack: Evidence from Quoted Firms in Nigeria*, **International Journal of Accounting and Finance (IJAF)**, 7(2), 2018, 106-118.

Okafor M. C.; Raphael S. E. & Udeme O. E., *An Empirical Evaluation of Budget Implementation on Economic Development in Nigeria*, **Journal of Asian Multicultural Research for Economy and Management Study**, 2(3), 2021, 102-116.

Oladipo O. N. & Efuntade A. O., *The Impact of Budget and Budgetary Control System on Tertiary Institution Financial Performance in Nigeria*, **Journal of Research Gate**, 1(2), 2020, 281-302.

Omeje N. P.; Ibeogu A. S.; Abah E. O.; Edeh C. E. & Nkwede V. I., *Budgetary Control and Evaluation: Administrative Tool for Public Sector Performance in Nigeria*, **International Journal of Humanities and Social Science Invention**, 8(12), 2019, 1-9.

Omoniyi W. S., *Impact of Budget Implementation on Economic Performance in Nigeria*, **Journal of Accounting and Business**, 7(1), 2022, 497-509.

Omosidi A. S.; Oguntunde D. A.; Oluwalola F. K. & Ajao R. L., *Budget Implementation Strategies and Organizational Effectiveness in Colleges of Education in Nigeria*, **Journal of East African School of Higher Education Studies & Development**, 10(2), 2019, 9.

Onamusi A. B., *Entry Mode Strategy, Customer Engagement and Firm Performance*, **Journal of Business and Social Review in Emerging Economies**, 6(1), 2020, 99-112. DOI:10.26710/jbsee.v6i1.866

Oyadomari J. C. T.; Afonso P. S. L. P.; Dultra-de-Lima R. G.; Neto O. R. M. & Righetti M. C. G., *Flexible Budgeting Influence on Organizational Inertia and Flexibility*, **International Journal of Productivity and Performance Management**, 67(1), 2018, 1640-1656.

Oyewo B. & Adyeye G. *Budgetary Participation and Managerial Performance in Public Sector Organisations: A Study from Nigeria*, **Journal of Research Gate**, 18(1), 2018, 47.

Pratolo S.; Sofyani H. & Anwar M., *Performance-Based Budgeting Implementation in Higher Education Institutions: Determinants and Impact on Quality*, **Journal of Cogent Business and Management**, 7(1), 2020, 1-12.

Romenska K., Chentsov V., Rozhko O. and Uspalenko V., *Budget planning with the development of the budget process in Ukraine*. **Journal of Problems and Perspectives in Management**, 18(2), 2020, 246-260.

Sinkula D. J. M., *An Overview of the Corporate Governance Theories in Current Business Setting*, **Journal of Linkedin**, 2020.

Stobierski T., *How to Prepare a Budget for an Organization: 4 Steps*, **Journal of Business Insight Harvard Business School Online**, 2021

Ugoani J. N. N., *Budget Management and Organizational Effectiveness in Nigeria*, **Journal of Business, Management and Economics Research**, 5(2), 2019, 33-39.

Vuong T. K. & Rajagopal P., *Review of the Management Process with the Mediating Role of the Budget Process on the Performance of Vietnamese SMEs*, **Journal of Management Dynamics in the Knowledge Economy**, 8(3), 2020, 277-296.

Wadesango N.; Mhaka C.; Chikomo T. & Wadesango O., *Causes of Poor Service Delivery and the Feasibility of Outsourcing to improve Services in Local Authorities*, **Journal of Economics and Behavioural Studies**, 10(2), 2018, 188-198.

Magazine Article

Accounting Tools, *Budgetary Control Definition*, Accounting CPE Courses and Books, February 10, 2023, available at https://www.accountingtools.com/articles/budgetary-control.

Accounting Tools, *Master Budget Definition,* Accounting CPE Courses and Books, *November 21, 2022, available at* https://www.accountingtools.com/articles/master-budget.

Juwita R. & Murti G. T., *Behavior Aspect of Public Sector Planning and Budgeting*, 2nd International Seminar on Business, Economics, Social Science and Technology, 143(2), 2019, 196-198.

Newspaper

D. Kayode-Adedeji, *Ibadan Poly Non-academic Staff begin Indefinite Strike*, Premium Times, January 22, 2019, available at https://www.premiumtimesng.com/regional/south-west/307195-ibadan-poly-non-academic-staff-begin-indefinite-strike.html

Punch Editorial Board, *Industrial Instability in Tertiary Institutions*, Punch Newspaper, 13th March, 2022, available at https://punchng.com/industrial-instability-in-tertiary-institutions.

Website

Borad S. B., *Advantages and Disadvantages of Incremental Budgeting*, efinance Management, May 7, 2022, available at https://efinancemanagement.com/ budgeting/advantages-and-disadvantages-of-incremental-budgeting.

Borad S. B., *Performance Budget*, efinance Management, May 7, 2022, available at https://efinancemanagement.com/budgeting/performance-budget.

Borad S. B., *Rolling Budgets*, efinance Management, June 25, 2022, available at https://efinancemanagement.com/budgeting/rolling-budget, 2022.

Borad S. B., *Zero Based Budgeting*, efinance Management, May 7, 2022, available at https://efinancemanagement.com/budgeting/zero-based, 2022.

Bower J. L. & Paine L. S., *Bower and Paine's Criticism of Agency Theory*, Study Corgi, August 2, 2021, available at https://studycorgi.com/bower-and-paines-criticism-of-agency-theory.

Freeman J., *Printable maslow's Pyramid Diagram/maslow's Hierarchy of Needs Chart*, EdrawMax, 2023 available at https://www.edrawsoft.com/maslows-pyramid.html

Gaille L., *17 Advantages and Disadvantages of Zero Based Budgeting*, Vittana Personal Finance Blog, March 11, 2020, available at https://vittana.org/17-advantages-and-disadvantages-of-zero-based-budgeting, 2022.

Ganti A.; Boyle M. J. & Eichler R., *What is a Budget? Plus 10 Budgeting Myths Holding You Back*, Investopedia, Updated April 30, 2023, available at https://www.investopedia.com/terms/b/budget.asp

Smith C., *What are the Top Indicators of Organizational Effectiveness?* Walkme the Change Management Blog, Updated September 6, 2021, available at https://change.walkme.com/indicators-of-organizational-effectiveness.

Sommer R., *Planning Programming Budgeting System (PPBS)*, Ready to Think, January 1, 2018, available at http://www.readytothink.net/management_ consulting/work-plan-vision-goals-objectives/planning-programming-budgeting-system-ppbs

Tamplin T., *Functional Budgets*, Finance Strategists, April 04, 2023, available at https://learn.financestrategists.com/explanation/management-accounting/which-functional-budgets-are-commonly-used-by-the-management.

Wikipedia The Free Encyclopedia, *The Polytechnic, Ibadan*, Wikipedia, last edited 10 April, 2023 available at https://en.wikipedia.org/wiki/The_Polytechnic,_Ibadan, 2022.

APPENDICES

Lead City University, Ibadan

Department of Management & Accounting

Questionnaire

Dear Respondent,

My name is Elizabeth Abosede Wuraola, a Post Graduate student of the above-named institution. I am gathering data for M.Sc. Accounting research titled "Budgeting Process and Organizational Effectiveness in The Polytechnic, Ibadan, Oyo State, Nigeria." The questionnaire is strictly meant for academic purpose. Kindly respond honestly to the questions as this will assist the researcher a great deal. To the best of the researcher's ability, all information provided shall be treated with utmost confidentiality.

Thank you for your cooperation.

Yours faithfully,

Elizabeth Abosede Wuraola

SECTION A: Bio-data of Respondent (*Please tick* ☑ *an appropriate answer)*

(1)	Gender	(a) Male	☐	(b) Female	☐
(2)	Age	(a) Below 30 years	☐	(b) 30-39 years	☐
		(c) 40-49 years	☐	(d) Above 50 years	☐
(3)	Years of Experience	(a) 0-10 years	☐	(b) 11-20 years	☐
		(c) 21 years and above	☐		

(4) Academic Qualification (a) O'level ☐ (b) OND/NCE ☐

(c) B.Sc./HND ☐ (d) Others (Specify) ☐

SECTION B: Organizational Effectiveness

The statement in this section concerns organizational effectiveness measures as applicable to your institution. Using the four-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (4, 3, 2, 1).

Strongly Disagree= 1, Disagree=2, Agree=3, Strongly Agree=4,

	Service Delivery	**Strongly Disagree**	**Disagree**	**Agree**	**Strongly Agree**
(1)	The institution provides services that respond to the needs of the public	1	2	3	4
(2)	The institution provides confidence to the public that services rendered will address their concerns adequately	1	2	3	4
(3)	There is proper monitoring of academic activities to ensure superior service delivery to stakeholders	1	2	3	4
(4)	We have quality control unit to guaranty effective academic service delivery.	1	2	3	4
(5)	The institution possesses facilities (equipment) that guaranty excellent service delivery	1	2	3	4
(6)	The institution possesses personnel that	1	2	3	4

	guaranty excellent service delivery				
(7)	The institution possesses a sense of understanding of the public and their needs	1	2	3	4
(8)	The institution consistently provides services that enhance positive usage experience by our stakeholders	1	2	3	4
	Employee's Commitment	**Strongly Disagree**	**Disagree**	**Agree**	**Strongly Agree**
(1)	I am able to perform increasing number of assignments given	1	2	3	4
(2)	I strive to improve public image of the institution	1	2	3	4
(3)	I possess the ability to work with less supervision	1	2	3	4
(4)	I set organization's mission as priority	1	2	3	4
(5)	I undergo periodic training to add new skill-set to improve work done	1	2	3	4
(6)	Tasks are properly monitored by the department for achievement	1	2	3	4

SECTION C: Budgeting Process

The statement in this section concerns budgeting process measures as applicable to your institution. Using the four-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (4, 3, 2, 1).

	Budget Planning	Strongly Disagree	Disagree	Agree	Strongly Agree
(1)	Top management communicate the budget plan to those preparing the budget	1	2	3	4
(2)	Your institution has a long-term budget plans	1	2	3	4
(3)	Budgets are planned according to your organizational goal and objectives	1	2	3	4
(4)	Finance offices circulate call letter and budget guideline to all sectors on time	1	2	3	4
(5)	Budget planning plays important role in enhancing qualitative educational service delivery in your institution	1	2	3	4
	Budget Preparation	**Strongly Disagree**	**Disagree**	**Agree**	**Strongly Agree**
(1)	Departments in your institution prepares budget plans prior to the budget year	1	2	3	4
(2)	Past data is used as the starting point for producing the budgets	1	2	3	4
(3)	When budgeting, outcomes, goals and objectives are linked to organizational activities/objectives	1	2	3	4
(4)	You have adequate understanding of how to plan and prepare budget	1	2	3	4

(5)	Budget is prepared based on reliable data and estimates	1	2	3	4
(6)	Your institution has adequate number of professionals (budget officers) who prepare and plan budget	1	2	3	4
	Budget Implementation	**Strongly Disagree**	**Disagree**	**Agree**	**Strongly Agree**
(1)	You are involved in your departmental budget implementation for budgetary performance	1	2	3	4
(2)	Your institution utilizes the approved budget based on its plan	1	2	3	4
(3)	Your institution's actual budget implementation are consistent with plan	1	2	3	4
(4)	Payment is implemented based on full documents and evidences	1	2	3	4
(5)	Your institution keeps its budget implementation in accordance with the government financial rules and regulations	1	2	3	4
	Budgetary Control	**Strongly Disagree**	**Disagree**	**Agree**	**Strongly Agree**
(1)	Your institution has the practice of regular follow up program on its budget planning and control	1	2	3	4
(2)	The management control practice in the organization helps in linking the strategic	1	2	3	4

	planning and operational control				
(3)	Your institution's experts have adequate capacity to evaluate budget with organizational goal	1	2	3	4
(4)	The current budget utilization and control of your institution is sufficient	1	2	3	4
(5)	Your institution has strong and effective internal auditing system	1	2	3	4

Thank you for participating in this research.

Bio-data

A Personal Data

1	**Full Name**	:	Elizabeth Abosede Wuraola
	Email	:	wuraolaus2005@yahoo.com
	Phone Number	:	08160698364
2	**Date and Place of Birth**	:	10th August, 1975/Idere
3	**Nationality**	:	Nigerian
4	**Name and Address of Next of Kin**	:	Mr. Idowu Oluwatosin Julius Aba-ata, Apete, Awotan Area, Ibadan, Oyo State

B Educational Background with Dates

1	Community Primary School I, Ijokodo, Ibadan (Primary School Leaving Certificate)	-	1980 – 1986
2	United Secondary School, Ijokodo, Ibadan, Oyo State (GCE O'Level Certificate (1995)	-	1986 - 1992
3	Oke Int. Institute of Commerce, Sango, Ibadan (Diploma in Secretarial Studies (100/50w.p.m.)	-	1992 – 1994
4	Linpac Computer College, Mokola, Ibadan, Oyo State (Diploma in Desktop Publishing)	-	1996
5	The Polytechnic, Ibadan, Oyo State (National Diploma in Financial Studies (Upper Credit)	-	1996 – 2000
6	The Polytechnic, Ibadan, Oyo State (Higher National Diploma in Accountancy (Lower Credit) NYSC Discharge Certificate	-	2003 – 2005
7	Achievers University, Owo, Ondo State, Nigeria. (BSc Accounting (Second Class (Upper Division)	-	2011 – 2013
8	Lead City University, Ibadan, Oyo State, Nigeria (BSc Office & Information Mgt. (First Class Honours)	-	2017 – 2019
9	New Horizons Computer Learning Centre, Oyo State (Comptia Project+ Certificate)	-	2019
10	Lead City University, Ibadan, Oyo State, Nigeria (MSc Accounting in View)	-	Mar. 2021 - Date

C Working Experiences with Dates:

1 Omega Computers Limited,
Favours Building Plaza, New Bodija, Ibadan.
- Computer Operator/Instructor - 1994 - 1996
  - Typesetting of Documents/Publishing
  - Training of Students

2 Linpac Computers
Mokola, Ibadan.
- Computer Instructor - 1996 - 1998
  - Training of Students

3 Universal Computers
New Bodija, Ibadan.
- Computer Operator/Instructor - 1998 - 2000
  - Typesetting of Documents
  - Training of Students in DeskTop Publishing (DTP)

4 Unique College, Ibadan
Akobo - Iyana Church, Ibadan.
- Secretary/Business Studies & Computer StudiesTeacher - 2000 - 2002
  - Publishing of Publications and Training of Students

5 Center for Information and Data Management (CIDM)
The Polytechnic, Ibadan.
Data Entry Clerk - 2005 - 2019
- Acted as Data Entry Clerk and rose to the position of Chief Data Entry Clerk.
- Result Administrator for the five Faculties in the Institution.

6 Bursary Department (Final Account/Ledger Unit)
The Polytechnic, Ibadan.
Accountant - 2019 - Date
- Checking & Vetting of Daily Transactions (Receipts & Payments)
- Reconciling Ledger Balances on Financial Transactions
- Creating New Codes
- Generating Reports (Trial Balance, Statement of Financial Performance and Statement of Financial Position).
- Preparation of Financial Statement during External Audit Exercise.
- Performed other duties as directed by the Chief Accountant.

D Awards and Fellowship (if any) - Nil

E Membership

1 Nigerian Institute of Management (Chartered)
(Proficiency Certificate in Management) 11th April, 2007
Graduate Member (Membership No.: 93556) 26th April, 2007

2 Institute of Chartered Accountants of Nigeria
Student Member (Registration No.:139828) 15th February, 2008

F Publications

- The Effect of Government Policies on the Profit Margin of Small-Scale Enterprises in Nigeria (A Case Study of Beram Nig. Ltd.) - *A Project Presented for the Award of Higher National Diploma in Accountancy at Department of Accountancy, The Polytechnic, Ibadan.* **- 2005**

- Impact of Budget and Budgetary Control in Tertiary Institutions in Oyo State (Case Study of University of Ibadan, Oyo State) - *A Project Submitted for the award of Bachelor of Science (B.Sc.) Degree in Accounting to the Department of Accounting, College of Social and Management Sciences, Achievers University, Owo, Ondo State, Nigeria.* **- 2013**

- Influence of Information and Communication Technology on Data Security: A Study of The Polytechnic, Ibadan Centre for Information and Data Management - *A Project Submitted for The Award of Bachelor of Science (B.Sc.) Degree In Office Information and Management to the Department of Management and Accounting, Faculty of Environmental Management and Social Science, Lead City University, Ibadan.* **- 2019**

G Major Conferences Attended with Dates

- 2016 Civil Engineering 4th International Conference on Exploration of Natural Resources for Sustainable Development in Nigeria organized by Civil Engineering Department, The Polytechnic, Ibadan. - 20th-22nd July, 2016

- 2022 Academic & Industry Edge Workshop with focus on "Widening Skill Gap and the Future of Work" organized by Department of Management and Accounting, Lead City University, Ibadan. - 7th April, 2022

- 2nd International Conference of the Faculty of Management & Social Sciences in Achieving Sustainable Development Goals (SDGs) in 2030: Approaching Possibilities Through Socio-political, Economic and Management Dimensions, Lead City University, Ibadan. - 4th-6th April, 2023

- 2023 Academic & Industry Edge Workshop with focus on "Upskilling and Reskilling for Global Workplace Demand" organized by Department of Management and Accounting, Lead City University, Ibadan. - 1st June, 2023

H References

1 Dr. O.I.O. Oyetunji
Accountancy Department
Faculty of Financial Management Studies
The Polytechnic, Ibadan
Ibadan.

2. Dr. O. A. Adekola
Accountancy Department
Faculty of Financial Management Studies
The Polytechnic, Ibadan
Ibadan.

3. Mr. D. O. Taiwo
Final Account/Ledger Unit
Bursary Department
The Polytechnic, Ibadan
Ibadan.

______________________ ______________________

Signature **Date**

The University Compliance Certification

This is to certify that this thesis written by **Elizabeth Abosede WURAOLA** with Matriculation Number **LCU/PG/002255** in the department of Management and Accounting, Faculty of Management and Social Science, Lead City University, Ibadan is in compliance with the approved University format and style.

Signature	**Date**