



Budgetary Practices and Accountability in Nigeria: A Study of Ministry of Commerce and West Africa Glass Industry in Port Harcourt

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ABSTRACT

The study examines the impact of budgetary practices on accountability in Nigeria. The research design used was Quasi- experimental research design. The sampling method used was Taro Yameni. And the data for this study was collected from primary and secondary sources which include questionnaires, personal interviews, books, journals, & newspaper. Spearman's rank correlation coefficient was used to test the hypothesis at 0.05 level of significance computed with the SPSS software. The study reveals that there is a significant impact of budgetary practice proxies on accountability proxies except for H₀₂ that reveals that there is no significant impact of operating budget on expenditure control. Based on the findings the recommendation raised were: that employment should be made based on merit so as to enhance accountability, appropriate machinery should be put in place to check the activities of public servant and national growth should be preferred by introducing measures to motivate individuals who have sense of belonging and that are accountable in course of their duties; they should highly rewarded in order to reduce corruption.

Keywords: Accountability, Corruption, Budgetary Practices, Nigeria

INTRODUCTION

This work has been going on in this area by endless scholars, writers from country to country but upon this, there have not been any agreement or mutual understanding among different writers. Accountability is very important to business organizations, government agencies, and likewise individuals.

Adeboyo (1981) as quoted in Sylvester (2013) journal publication, defines accountability as "A requirement which subjects public officers to detailed scrutiny by the legislature over objectives, use of resources and manner of performance". Obviously the impact of budgetary practice on accountability requires a great attention due to the fact that accountability is the hallmark of modern democratic governance that relies on budget to execute their plan.

Accountability in Nigeria is being given serious attention in view of the fact that the government is the highest spender of our budget. Those in authorities assume fiduciary status with the attendant responsibilities requiring them to render their stewardship accounts to those for whom the authority is held in trust. The general public is increasingly requiring public offers to be accountable by demonstrating effective use and application of budget practice in the delivery of services and pursuit of government objective (Obazee, 2006). It was on the basis of this that empirically, the Declaration of Rights and man and of citizens incorporated in the preamble of French Constitution as quoted in Ture (1997:1), thus: "society has right to require of every public agent an account of his administration...All citizens have a

right to decide either personally or through their representatives, as to the necessity of the public contribution... and to know what uses it is put”.

A budget can be seen as an estimate of government expenditures, revenues and the financial plans for the ensuring fiscal year presented annually (www.dictionary.com/what-is-budgeting). This ideally shows us that it is a process of preparing in advance of the period to which it relates a summary statement of plans that should be expressed in quantitative terms, which if managed with good judgment, would enhance good accountability. Ideally, budget accountability was once considered undesirable, it has more recently come or result to good governance. Hence, this new perspective has truly led to a raft of initiatives that seek to promote accountability, transparency and public participation in the budgetary practice. A good budgetary practice engages those who are responsible for adhering to the budget so as to enhance accountability. For instance both finance committee and senior staff participation is built into the process and a timeline is made leaving adequate time for a kind of research, review, feedback, revisions, etc before the budget is ready for presentation to the full board. Now the annual budgetary practice should be documented with tasks, responsibly assigned and benchmark clearly stated. Empirically, that is to say that a good budgetary practice would incorporate strategic planning process and stipulates that income is budgeted before expenses. Fixed cost are identified and related to reliable revenue. Ideally, budgetary practices are driven both by mission priorities and fiscal accountability (Elizabeth, 2010).

It is imperative to observe some doubt as to the ability of parastatals to produce accurate records of financial transaction as regards to budgetary practice in other to enhance their credibility and honesty in their departments. When viewed empirically, based on the outstanding issues, the researcher would like to examine the impact of budgetary practice on accountability in Nigeria and that is what this write up would want to fill or support the existing gap in literature.

1.1 Statement of the Problems

Despite the global emphasis on accountability in the past ten years, the state of fiscal transparency worldwide is fading. One of the key issue facing poor budgetary practices in Nigeria is complete lack of accountability among officials, political appointees and institutions when rendering public service. That is why citizens are calling for higher level of accountability to be enhanced within the province of budgetary practice in Nigeria.

Looking in the mirror first, a company or even public sector organization’s accountability thinking, originates with its leaders. And before you begin to point your finger or cast blame, you must own your contribution to your organization accountability issues. Ideally, this means that you need to clean up your act first in order for others to follows.

Not celebrating accountability thinking and behavior. If you can celebrate hitting goals, then why can’t you celebrate the accountabilities that made it happen? Hence, achieving an organization or institutional goals takes discipline, commitment, teamwork, structure, information flow and drive-none of which would occur in the absence of accountability (www.problemwithaccountability.com).

Lastly, lack of expenditure control, inadequate resource allocation, poor accounting system, inadequate financial statement and reports creates some doubts on the accountability and likewise transparency to be enhanced within the province of budgetary practice in Nigeria so as to achieve their key performance objective. And previous records have shown that there is an abuse of office by some public office holders in Nigeria who divert fund budgeted for capital project, expenditure project, etc for their own private use without given any account for them. Based on these, there seems to be high degree of underperformance of operating and financial budget in Nigeria. In this case, the researcher therefore, examines the impact of budgetary practice on accountability in Nigeria.

1.2 Aim and Objectives of the Study

The main purpose of this study is to determine the impact of budgetary practice on accountability in Nigeria, other specific objectives include, to:

- 1) Ascertain the effect of operating budget on expenditure control.
- 2) Ascertain how operating budget affect resource allocation.
- 3) Ascertain the effect of financial budget on expenditure control.
- 4) Ascertain the effect of financial budget on resource allocation.

- 5) To ascertain the impact on how corruption moderate the relationship between budgetary practice and accountability.

1.3 Research Questions

Based on the specific objectives of the study, the following research questions would be raised:

- 1) To what extent does operating budget affect expenditure control?
- 2) To what extent does the operating budget affect resource allocation?
- 3) To what extent does the financial budget affect expenditure control?
- 4) To what extent does financial budget affect resource allocation?
- 5) To what extent does corruption moderate the relationship between budgetary practice and accountability?

1.4 Research Hypotheses

From the specific objectives and research questions, the following hypotheses were developed:

Ho₁: There is no positive/significant relationship between operating budget and expenditure control.

Ho₂: There is no significant/positive relationship between operating budget and resource allocation.

Ho₃: There is no significant/positive relationship between financial budget and expenditure control.

Ho₄: There is no significant/positive relationship between financial budget and resource allocation.

Ho₅: Corruption does not significantly moderate the relationship between budgetary practice and accountability.

1.5 Significance of the Study

This study would be carried out to obtain the necessary information and increase the knowledge so far gotten on the subject matter – Budgetary practice and Accountability in the public sector organization.

First, the study would be of great importance to the government, due to the fact that, it will provide them information and increase their knowledge on the issue of budgetary practice and how it will enhance accountability.

Secondly, it will make student to have an understanding and information on budgetary practice and how it enhance accountability in Nigeria.

Third, it will assist resources owners, administrator at the office, corporate bodies to have a knowledge and information to manage resources that are been budget for and also render account for them.

This study will be important to accountant, auditors, to render adequate report for resources that are budgeted to be effectively utilized.

And lastly, this study will be a guide to scholars, writers, authors, researchers who may wish to carry further studies on budgetary practice and accountability.

1.6 Scope of the Study

The focus of this research was to examine the impact of budgetary practice on accountability in Nigeria.

The geographic scope is the Ministry of Commerce and West Africa Glass Industry in No.5 134 Trans Amadi Industrial Layout, Port Harcourt, while the unit of analysis comprises of the staff of the ministry.

1.7 Limitation of the Study

The study is constraint by a lot of factors. Essentially, the study was supposed to cover the Ministry of Commerce and West African Glass Industry operating in Rivers State so as to obtain relevant information on budgetary practice and accountability. But due to the difficulties encountered in achieving the intended scope because of cost of collecting data, inability of respondent to disclose vital information as relating to the study, and even measurement of data would frustrate the researcher at retrieving the entire questionnaire that was administered for this study.

2.0 REVIEW OF RELATED LITERATURE

2.1 Theoretical Framework

Budgetary Theory: Singh (2010) explained the theories that are related to Budgetary practice.

i. The classical Approach: balanced Budget: The essence of a budget, in classical writings, is the balancing of revenues and expenditures. This view was based on the analogy of behaviour expected to an individual that he must not spend more than his income. As Adam Smith put it, “what is prudence in the conduct of every private family can scarcely be folly in that of a great kingdom”. The exception to this

principle was situations of emergencies such as wars. This approach governed the thinking during the eighteenth and nineteenth centuries.

The classical budgetary theory of balanced budget was based on the assumption that full employment is the normal condition. In a condition of full employment, financing of budget deficits by public borrowing means withdrawal fund from private employment where they are more productively used. Secondly, financing of deficits by borrowing is a less painful method than taxes. It will therefore invite irresponsible government action.

ii. Modern Approach: It should be clear from the above that annual balancing of the budgets, one of the principles of sound government finances in the classical system, loses its glamour when widespread involves unemployment exists. Economists like Kynes, Hansen, Beveridge, Dalton etc, maintained that a budget policy should aim at attaining and maintaining full employment. This view is different from the classical standpoint which rules out the use of budgetary measures to attain such an objective.

In order to understand the difference between the classical and Keynesian approaches clearly, we must distinguish two concept of public saving. In the classical system, the entire income received at full employment is always responding on either consumption or investment. The concept of saving is different in Keynesian system. In this system private sector does not provide full employment automatically and savings automatically matched by planned investment.

iii. Case of developing countries: The role of budget in a developing economy is much different from that of an industrialized economy. In developed countries, budgetary measures can minimize the cyclical influence through the maintenance of aggregate demand. Developing economy lacks financial market or where they are present they are not well developed. The existence of a large non-monetized sector reduces the efficiency of monetary instruments. Further, the public sector is assigned a dominant role in the economy, occupied the commanding heights. And under developed economics face the serious problem of influence and balance of payments. In other to tackle all these problem, budgetary measure are more suitable than monetary measure.

2.2 Concept of Budgeting

Budgeting forms the baseline for organizational accountability. Managers create the budget anticipating financial conditions and market expectation for periods in any given organization. And managers calculate revenues and expenses for the period being budgeted (McIntosh, 2011).

Budget monitoring in any given organization is a continuous process of collecting data about disbursements and its accountability measures (Wallander, 1999). Its result oriented budget process that is used for monitoring as a tool to track program and disclosure of deviations between planned and current accountability.

Budget can also be seen as the forecast of future events and, the process of budgeting is often called financial forecasting that is likewise called budgeting (McIntosh, 2011).

Ideally, corporations obtain their finance from revenue operated which they use to fund or finance their projects that are meant for the organizations and for social responsibility. The executives in organizations give account of their stewardship, and as such the records from their budgets gotten from their operating, capital and cash budgets are used as tools for making the required plans and informed decisions that will enhance the activities of public sector organizations (Stevens, 2008)

2.3 Advantages and Limitations of Budgets

According to Appah (2013), budgets as the financial and non-financial plans of organization plays a significant role in the success or failure of organizations. Hence budgets provide the following advantages:

- 1) It provides a formal means in which the goals and objectives of organizations are translated into specific plans for more effective and efficient administration of business operations.
- 2) It helps to coordinate and integrate the various departments and functions of organizations.
- 3) It provides medium of communication of organizational plans and objectives and the means of achieving these objectives.
- 4) It serve as a means of productivity, improvement through motivation and coalition of interest
- 5) Budget serves as a good performance monitoring tools.

Appah (2013) added that management must consider the following limitation in using the budgeting system as a device to solve management problem in any given public sector organization;

1. Lack of adequate and realistic data for budgeting.
2. The effect of inflation on budget
3. Many result to de-motivation if not properly planned.
4. It can encourage inter-departmental conflict
5. It may take away management flexibility.

2.4 Dimension of Budgetary Practice

Empirically, the dimension of budgeting are explained through the types of budget, which are:

1) Operating Budget

Godwin (2001) is of the view that operating budget is a major part of master budget that focuses on the income statement and its supporting schedule. The main goals of this budget is to have comparison of the actual and future expected performance of an individual organization.

Under responsibility budget it ensures effectiveness of an organizational structure of any given private and public sector organization.

2) Financial Budgets

They are the kind of budget that are shown in the form of cash receipts and payments statement (called cash budget), proforma income statements, projected statements of changes in financial positions just to mention but a few (Ngerebo, 2009).

2.5 Concept of Accountability

Adebayo (1981) as quoted in Sylvester (2013) defines accountability as “A requirement which subjects public officers to detailed scrutiny by the legislature over objectives use of resources and manner of performance”.

According to Asobie (1991), explain accountability as the right that is owned by an individual that do sit in a position of trust in order to provide adequate information to all stakeholders, for action been made in the discharge of his/her duties.

Ayeni (1998) defined public accountability as all about how those who exercise power in the name of the public, fulfill their duties and obligations, and the process which they are made to answer and account for their actions. It is about the responsibility of official and agencies ways to minimize the abuse of power and authority, and strategies to ensure that those in authority comply with acceptable standards and can be sanctioned wherever necessary.

2.6 Types of Accountability

Empirically, the types of accountability are explained in below (<https://en.m.wikipedia.org/wiki/accountability>);

1) *Administrative Accountability*

Administrative accountability is defined as an element which is part of a unique responsibility and which represents a responsibility of an actor to achieve the goal, or to perform the procedure of a task, and the kind of justification that is done to someone else, under threat of sanction.

2) *Political Accountability*

It talk about all those elected into public offices base on their manifestoes, must be held accountable for the services. Examples of these categories of people are civil servant, and those elected into public offices.

3) *Fiscal Accountability*

This type of accountability talk about the Auditor-General of the Federation whose position, powers, security of tenure, independence etc are guaranteed by the constitution to ensure thorough auditing of financial report, and also parastatals spend funds that are appropriated and are in line with government rules and regulation.

4) *Managerial Accountability*

“Managerial accountability” is the obligation of the units’ managers to perform all duties observing the principles of sound financial management, legality and transparency in administering and take

responsibilities for their actions and the results that derive from them thereof to the body that has appointed or delegated responsibilities to them.

Accountability covers issues related to sharing the tasks, development of financial management and control all financial transactions, coordinating with the central harmonization facilities, as well as assessing and reporting on financial managerial control systems.

(www.thefreedictionary.com/managerial-accountability)

2.11 Measures of Accountability

Empirically, the measures of accountability are explained according to Njoku(2013) as follows:

(1) Expenditure Control.

Is a comprehensive approach to promoting sound fiscal management by addressing the problem of deficit spending. Deficit spending occurs when expenditures exceeds available resources. Expenditure control is an important element of budget execution and financial resources management accountability system. One could wonder whether government parastatal should apply any control on expenditure of our resources after all the monies belongs to all of them and should be spent anyhow. It should be noted that anything that is not controlled is either wasted or mismanaged (Adams, 2005).

(2) Resource Allocation

The amount of resource allocated to any organization has a role to play in that organization in order to enhance accountability because no organization will function well without finance. In an economy perspective, resources can be allocated by various means such as market or central planning. In project management of government firms, the resource allocation is the scheduling of activities and the resources required by those activities while taking into consideration both the resource availability and the project time. Therefore, the efficiency of accountability in Nigeria could be based on the amount of resources that is made available

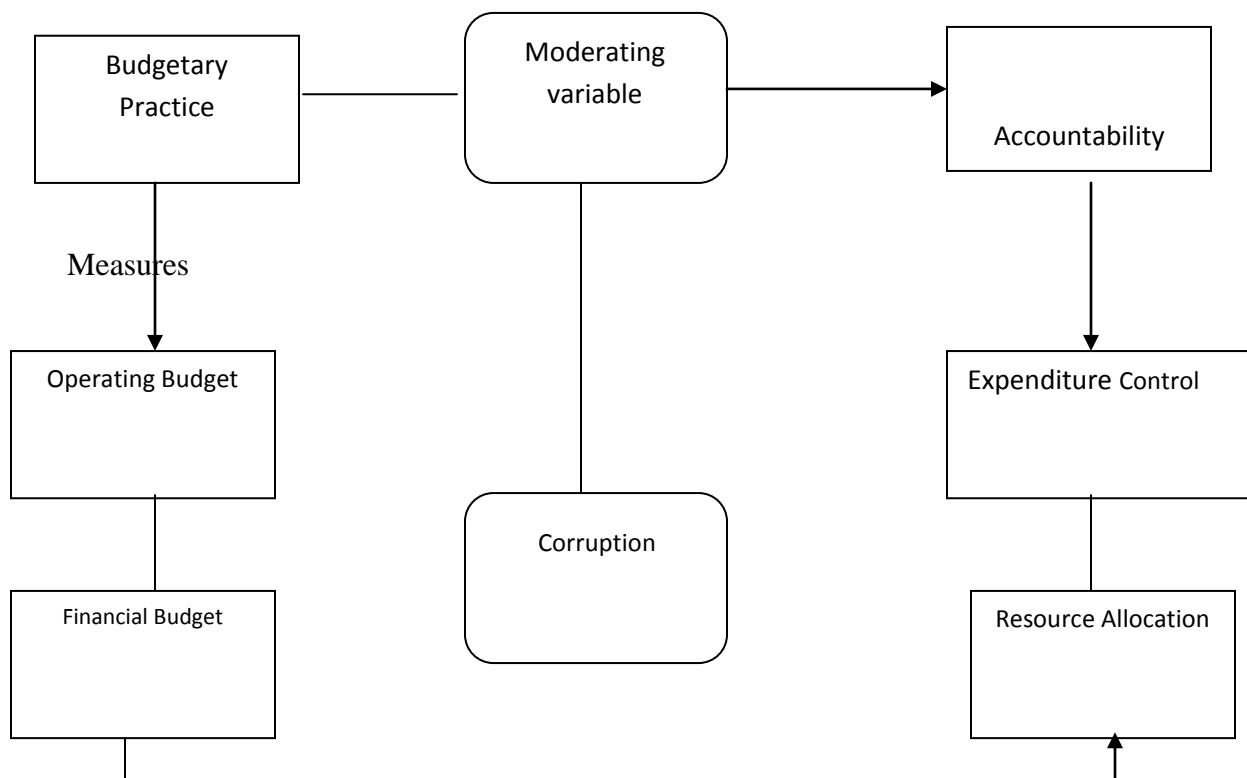
(<https://en.m.wikipedia.org/wiki/Resource-allocation>).

2.11 Corruption

Corruption is a serious problem in the progress of Nigeria due to the fact that it has tremendously destroy the realization of great national goals, despite the enormous natural resources in Nigeria that are been utilized to their full capacity, corruption still exist.

Hence greed breeds corruption and corruption is the cankerworm that has eaten deep into the fabric of Nigeria system and destroyed the effort of any administration to establish accountability in Nigeria. This is so because, resources that are budgeted for use, in the public sector are diverted to another purpose due to corruption thereby resulting to lack of accountability and integrity. ([http://naira project. Com/m/projects./158.html](http://naira.project.Com/m/projects./158.html)).

President Muhammadu Buhari defined corruption as the greatest form of human right violation. Since the creation of modern public administration in the country, there have been cases of official misuse of funds and resources. The rise of public sector and the discovery of oil and gas are two major events seen to have led to the increase in corruption started since pre-independence and first republic era i.e. 1944 until 2015 Goodluck Jonathan Administration. And due to this fact, this has been affecting adequate and proper budgetary practice and accountability in the public sector organizations in Nigeria. ([https://en.m.wikipedia. Org/wiki/corruption-in-Nigeria](https://en.m.wikipedia.Org/wiki/corruption-in-Nigeria)).



2.12 Conceptual Framework of Budgetary Practice and Accountability in Nigeria

Source: From the researcher’s desk 2015, based on review of related literature on budgeting and budgetary control as a tool for accountability in Government parastatals (Umeileka, N., 2013) and transparency and accountability on the performance of selected parastatals in Nigeria (Njoku, G.C., 2013)

3. RESEARCH METHODOLOGY

Research is defined as a systematic self critical enquiry. It can be considered as a procedure through which we try to arrive at a reality or a fact (Uzoma, 2012).

Business research is a systematic enquiry also in those objectives that will provide information to solve managerial problems. The enquiry idly, is aimed at understanding a thing or phenomenon or solving a problem (Cooper and Schindler, 2003).

This chapter is therefore presented under the following sub-headings for clear understanding.

- Research Design
- Population of the study
- Sample procedure / sample size determination
- Data collection method
- Data analysis techniques

3.1 Research Design

According to Anyanwu (2000:3a), research design is seen as the development of strategies for finding out something. This something is a missing link which when discovered would help in the solution of an identified problems.

Research design is the plan and structure of finding out something in order to conceived as to obtain answers to research questions. The plan is the overall scheme or programmed of the research (Uzoma, 2012:19).

A research design also expresses both the structure of the research problem and the plan of investigation used to obtain empirical evidence on any relations of the problem in question (Kerlinger, 1986).

The research study will make use of quasi experimental design because we are studying human beings that cannot be subject to laboratory control while investigating budgetary /practice and accountability in Nigeria, being a study of Ministry of Commerce and West Africa Glass Industry in Rivers State.

3.2 Population of the Study

According to Anyanwu (2000), defines that population as the aggregation of the element from which the sample of the population in question will be drawn in any given study. However in most cases, due to limitation in resources, it is usually difficult to study the entire population as a result, a sample of the population is selected and is studied. Thus the target organization in this study is the ministry of commerce and West Africa Glass Industry in Port Harcourt, Rivers State. And thus, the workers in the industry constitute the population of the study.

3.3 Sampling Procedures and Sampling Technique

Anyanwu (2002) indicated that a sample is just an element drawn from a target population, which indicate a representation of an entire population. A sample in a research study refers to any group of which information is obtained. And the sampling procedure to be employed in this research shall be a study approach in other to gather relevant data that will be used in this work. However, the research population constitute top management of the ministry of commerce and West Africa Glass Industry in Port Harcourt.

The sample size used in this study was determined using mathematical formula known statistically as the Taro Yamene formula of 1976 as adopted from Baridam(2008) i.e. seen below:

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

Where n = sample size

N = population (170)

e = 5% level of significance

$$\text{Thus } n = \frac{170}{1 + 170(0.05)^2}$$

$$\therefore n = 119$$

Since the sample size of the population is 119, it is based on this that the researcher issue the same numbers of the questionnaires to the staff of the Ministry of commerce and West Africa glass industry that do have knowledge pertaining to budgetary practice and accountability to answer.

3.4 Data Collection Instrument

In this study, we intend to use the questionnaire techniques mainly to be leverage by the interview techniques for the purpose of primary data collection. However, this primary data shall be collected by administering structured questionnaires so as to ensure confidentiality of the respondents. Meanwhile, the questionnaire will be divided into two, A and B section and shall structured questions relating to the study variables, budgetary practice and Accountability. And it shall be constructed on a Likert scale with respondents answering in line with the extent to which they agree or disagree with the statements in the questionnaire. Secondary data shall be obtained from textbooks, journals, newspaper, internet as well as through literature review of previous Research findings and existing literature on each study variable.

3.5 Method of Data Analysis.

The data that would be obtained during the fieldwork, would be presented and equally analyzed for the purpose of clarity, after collecting questionnaires from the respondents, they will be compiled, sorted edited and coded to have the required quality, accuracy and completeness.

The collected data will be coded on a coding sheet, that will be entered in the computer and then analyzed by using statistical package for social scientists (SPSS version 20.0), and this is the computer package used for analysis. The data shall be analyzed using descriptive statistics, aggregate scores, means

deviations statement of relationships etc. while spearman rank order correlation coefficient was used to test the hypotheses given the formula:

$$r_s = \frac{1 - 6 \sum d^2}{N(N^2 - 1)}$$

Where r_s = spearman rank order correlation coefficient

Where $\sum d^2$ = sum of the differences in square in the ranking of the two variables.

N = Number of paired subjects being ranked.

Mean while the moderating variable (corruption) is tested with partial correlation.

3.6 Validity and Reliability

The validity of the research instrument was to determine the consistencies of responses and the extent to which the variable are measured (test and re-test) and the expert approval were used. Cronbach alpha was also used in testing the reliability of the instrument.

3.7 Measurement of Variables

The predictor variable (budgetary practice) was measured on a 5-point likert scale from the end points of Strongly Agree to Strongly Disagree and same was also used for the criterion variable (accountability). The demographic factors are measured with nominal scale.

3.7.1 Independent variable, Budgetary practice.

The independent variable of budgetary practice has two dimension of operating budget and financial budgets. These dimensions were adopted from Umeileka (2013), and this dimension have been exhaustively discussed in the preceding chapter and would be measured on a 5 point likert (ordinal) scale developed for the purpose of this research. The scale range shall be 1 = strongly disagreed to 3 = strongly agreed. Respondents would be required to indicate on a particular scale, the extent to which budgetary practice affect accountability

3.7.1 Dependent Variable; Accountability

Measuring accountability has been a central issue as it remains a vital concern for the industry. As accountability is the guiding principle that defines how we make commitments to one another, how measure and report are progressing, how we interact when things go wrong, and how much ownership we take to get things done ([https://www. Ozprinciple.com/self/ why- accountability/](https://www.Ozprinciple.com/self/why-accountability/)). The dependent variables in this study have two measures of expenditure control and resource allocation, and these measure were adopted from Njoku (2013). These measures will also be put through the 5-point likert (ordinal) scale which will also be used to elicit responses of respondents on the measures of accountability.

4. DATA PRESENTATION, ANALYSES AND DISCUSSION OF FINDINGS

This section deals with presentation, analysis and discussion of findings obtain from the field work. The aim of this study was to investigate the existing relationship between budgetary practice and accountability in Nigeria. This chapter also discussed the research questions that had earlier been postulated in this work.

4.1 Data Presentation

One hundred and nineteen (119) copies of structured questionnaires were administered to the organizations. Out of the 119 copies of questionnaire distributed to the organizations, we only arrived at 107 which were returned and useable for analyses as presented in the table and bar chart.

Table 4.1: Demographic Analyses of the Company Responds

NAME OF COMPANY		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ministry of commerce	68	63.6	63.6	63.6
	West Africa glass industry	39	36.4	36.4	100.0
	Total	107	100.0	100.0	

Source: SPSS 20.0

Figure 4.1: Chart Showing Analysis of Questionnaire Administered and Retrieved

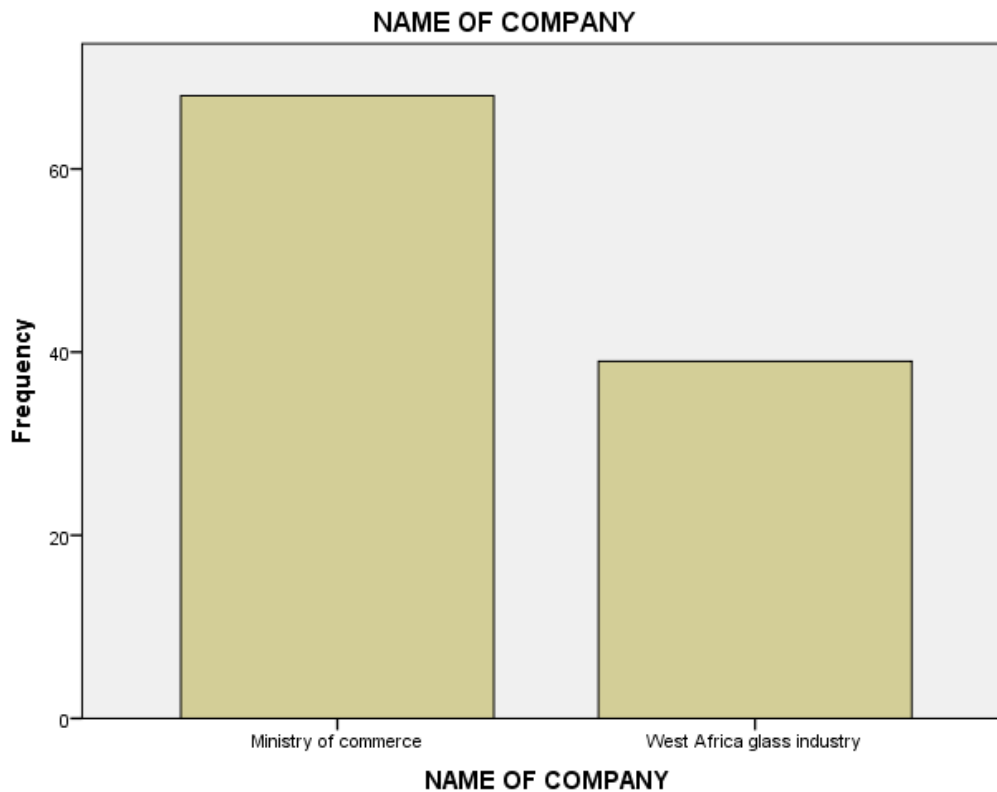


Figure 4.1: Chart Showing Analysis of Questionnaire Administered and Retrieved

The age distribution shows that 29 respondents are within the age of 46 years and above, 24 respondents constitutes those within the age of 36-45 years. The highest frequency is derived from respondents within the age of 26-35 years while the lowest frequency are age 25 and below as represented in the table and bar chart below.

Table 4.2: Analysis of Questionnaire Base on Age Distribution

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<= 25 yrs	13	12.1	12.1	12.1
	26-35 yrs	41	38.3	38.3	50.5
	36-45 yrs	24	22.4	22.4	72.9
	>= 46 yrs	29	27.1	27.1	100.0
Total		107	100.0	100.0	

Source: SPSS 20.0

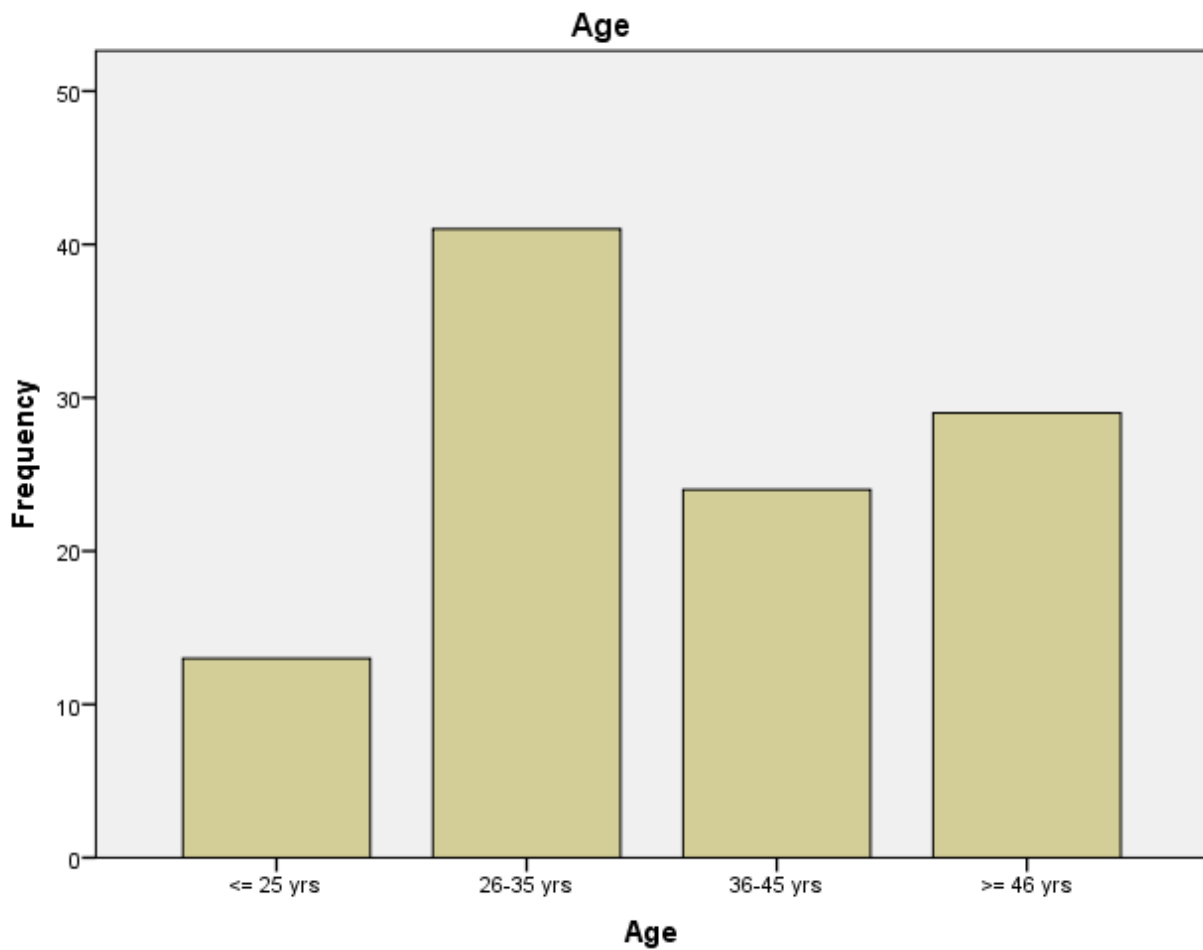


Figure 4.2 Chart Showing Respondents According To Age

Those who have worked in their organizations within the period of 4-6 years seem to be the highest frequency (44) in the distribution of number of years respondents have worked for their organizations. Those who have worked for 0-3 years were the next in line with a frequency of 32 while those who have worked for 7-9 years are 24 and those who have worked for 10 years and above are 7.

Table 4.3 Analysis of Questionnaire According To Years in Service

NUMBER OF YEARS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-3 YRS	32	29.9	29.9	29.9
4-6 YRS	44	41.1	41.1	71.0
7-9 YRS	24	22.4	22.4	93.5
>=10	7	6.5	6.5	100.0
Total	107	100.0	100.0	

SOURCE: SPSS 20.0

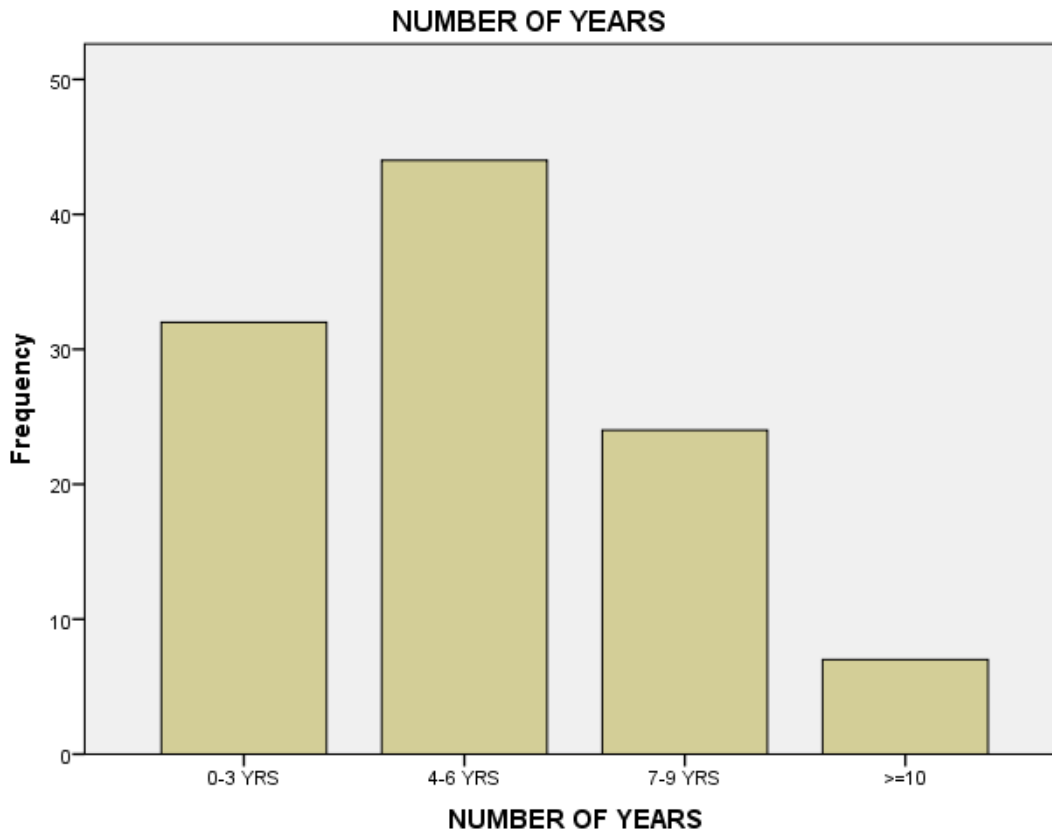


Figure 4.3 Chart Showing Responses According To Years of Service

Table 4.4 Analysis of Questionnaire According To Marital Status

		MARITAL STATUS			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	28	26.2	26.2	26.2
	MARRIED	46	43.0	43.0	69.2
	DIVOCE	25	23.4	23.4	92.5
	WINDOWED	8	7.5	7.5	100.0
Total		107	100.0	100.0	

SOURCE: SPSS 20.0

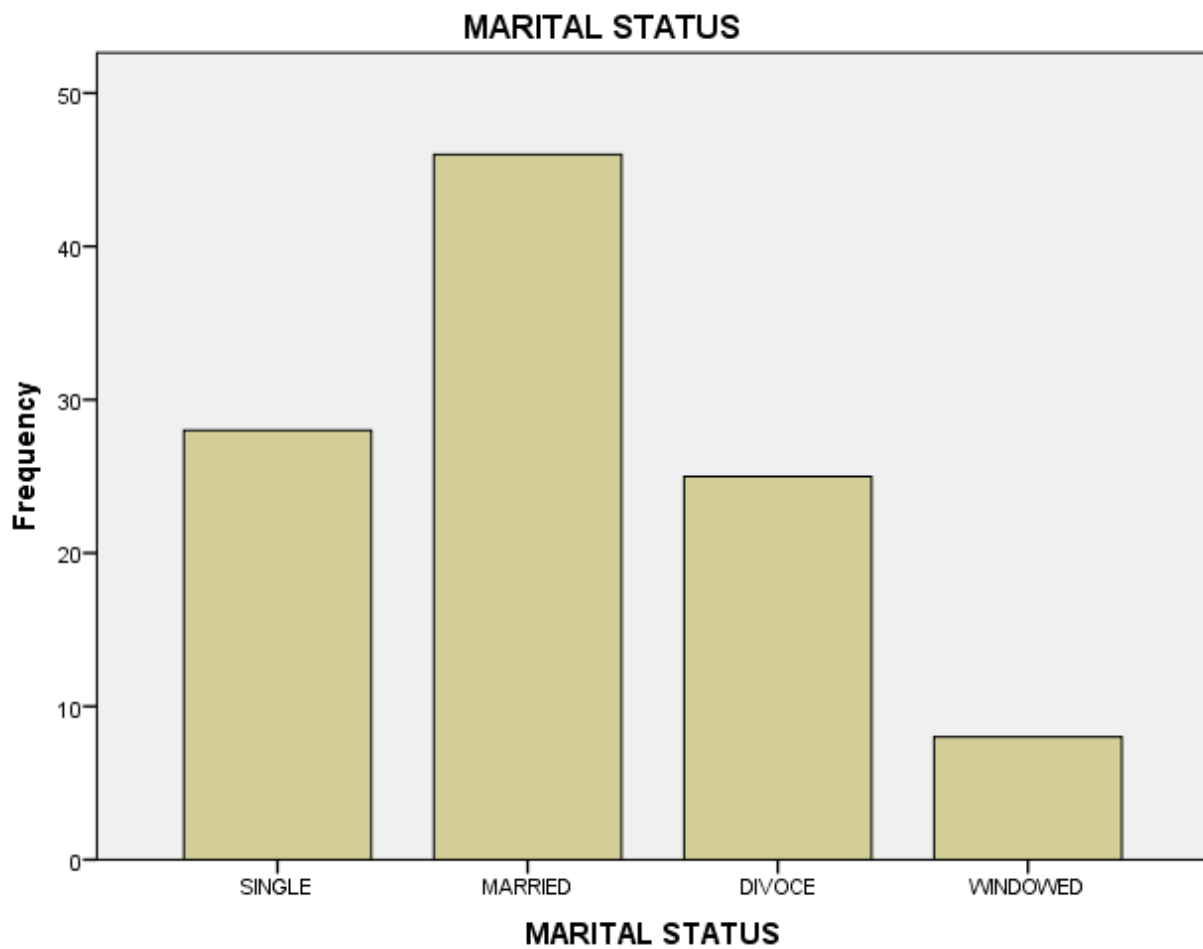


Figure 4.4: Chart Showing Responses According To Marital Status

Table 4.5: Analysis of Questionnaire According To Academic Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	O LEVEL/A LEVEL	6	5.6	5.6	5.6
	BSC/HND	27	25.2	25.2	30.8
	MASTERS	63	58.9	58.9	89.7
	PHD	11	10.3	10.3	100.0
	Total	107	100.0	100.0	

SOURCE: SPSS 20.0

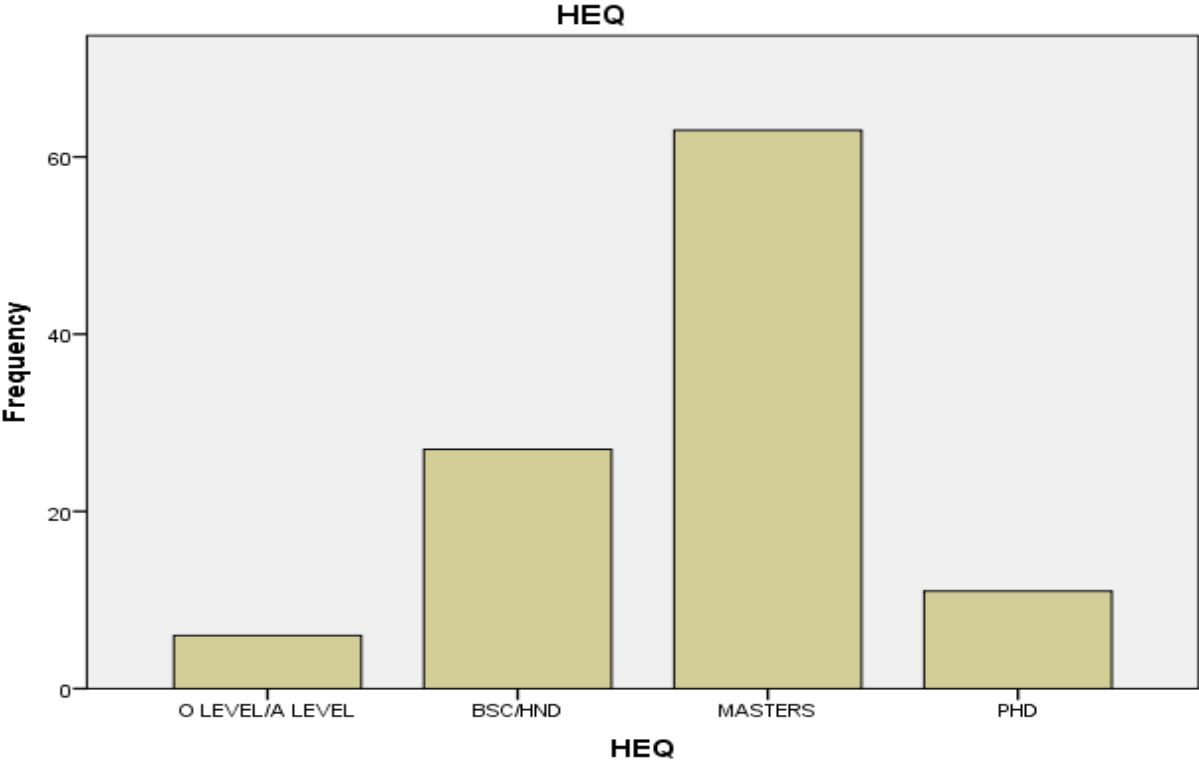


Figure 4.5: Chart Showing Responses According To Academic Qualification

4.2 Test of Hypotheses

Table 4.6: The Correlational Relationship between the Dimensions and Measures

Correlations

			OPERATING BUDGET	FINANCIAL BUDGET	RESOURCE ALLOCATION	EXPENDITURE CONTROL
Spearman's rho	OPERATING BUDGET	Correlation Coefficient	1.000	.501**	.359**	.059
		Sig. (2-tailed)	.	.000	.000	.545
		N	107	107	107	107
	FINANCIAL BUDGET	Correlation Coefficient	.501**	1.000	.675**	.197*
		Sig. (2-tailed)	.000	.	.000	.042
		N	107	107	107	107
	RESOURCE ALLOCATION	Correlation Coefficient	.359**	.675**	1.000	.306**
		Sig. (2-tailed)	.000	.000	.	.001
		N	107	107	107	107
	EXPENDITURE CONTROL	Correlation Coefficient	.059	.197*	.306**	1.000
		Sig. (2-tailed)	.545	.042	.001	.
		N	107	107	107	107

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

SOURCE: SPSS 20.0

Table above shows our hypotheses 1 – 4.

H₀₁:

Table 4.7: The Relationship between Operating Budget and Resource Allocation

Correlations

			OPERATING BUDGET	RESOURCE ALLOCATION
Spearman's rho	OPERATING BUDGET	Correlation Coefficient	1.000	.359**
		Sig. (2-tailed)	.	.000
		N	107	107
	RESOURCE ALLOCATION	Correlation Coefficient	.359**	1.000
		Sig. (2-tailed)	.000	.
		N	107	107

** . Correlation is significant at the 0.01 level (2-tailed).

SOURCE: SPSS 20.0

Our first hypothesis shows a significant correlation coefficient of 0.359 which signifies a relationship existing amongst operating budget and resource allocation. The analysis also shows a p-value of 0.000 which is less than the alpha level of 0.05. This also confirms an existing relationship existing between operating budget and resource allocation. Therefore we reject the null hypothesis

HO₂

Table 4.8: The Relationship between Operating Budget and Expenditure Control

Correlations

			OPERATING BUDGET	EXPENDITURE CONTROL
Spearman's rho	OPERATING BUDGET	Correlation Coefficient	1.000	.059
		Sig. (2-tailed)	.	.545
		N	107	107
	EXPENDITURE CONTROL	Correlation Coefficient	.059	1.000
		Sig. (2-tailed)	.545	.
		N	107	107

SOURCE: SPSS 20.0

Our second hypothesis shows a very weak relationship existing between operating budget and expenditure control at 0.059. The researcher does not seem satisfied with this coefficient. Thus, concludes that there is indeed no relationship existing amongst the two variables. This test is further confirmed through the p-value of 0.545 which is far higher than the acceptable tolerable error of 0.05. Therefore, we accept the null hypothesis.

HO₃

Table 4.9: The Relationship between Financial Budget and Resource Allocation

Correlations

			FINANCIAL BUDGET	RESOURCE ALLOCATION
Spearman's rho	FINANCIAL BUDGET	Correlation Coefficient	1.000	.675**
		Sig. (2-tailed)	.	.000
		N	107	107
	RESOURCE ALLOCATION	Correlation Coefficient	.675**	1.000
		Sig. (2-tailed)	.000	.
		N	107	107

** . Correlation is significant at the 0.01 level (2-tailed).

SOURCE: SPSS 20.0

Hypothesis three shows a strong relationship of existing between financial budget and resource allocation with a correlation coefficient of 0.675 which is closer to 1. There is also a p-value of 0.000 which is less than the alpha level of 0.05. And on this note, we will not accept the null hypothesis.

HO₄

Table 4.10: The Relationship between Financial Budget and Expenditure Control

Correlations

			FINANCIAL BUDGET	EXPENDITURE CONTROL
Spearman's rho	FINANCIAL BUDGET	Correlation Coefficient	1.000	.197*
		Sig. (2-tailed)	.	.042
		N	107	107
	EXPENDITURE CONTROL	Correlation Coefficient	.197*	1.000
		Sig. (2-tailed)	.042	.
		N	107	107

*. Correlation is significant at the 0.05 level (2-tailed).

SOURCE: SPSS 20.0

Hypothesis four shows a weak but significant relationship with a coefficient of 0.197. This coefficient is really not high but it can be accepted. There is also a p-value of 0.042 which is very close to 0.05, although it is less than 0.05. This means there is actually a relationship existing between financial budget and expenditure control. We therefore reject the null hypothesis.

HO₅

Table 4.11: How Corruption Moderate the Relationship between Budgetary Practice and Accountability

Correlations

Control Variables			OPERATING BUDGET	FINANCIAL BUDGET	RESOURCE ALLOCATION	EXPENDITURE CONTROL
CORRUPTION	OPERATING BUDGET	Correlation	1.000	.457	.262	-.005
		Significance (2-tailed)	.	.000	.007	.963
		df	0	104	104	104
	FINANCIAL BUDGET	Correlation	.457	1.000	.562	.137
		Significance (2-tailed)	.000	.	.000	.161
		df	104	0	104	104
RESOURCE ALLOCATION		Correlation	.262	.562	1.000	.267
		Significance (2-tailed)	.007	.000	.	.006
		df	104	104	0	104
EXPENDITURE CONTROL		Correlation	-.005	.137	.267	1.000
		Significance (2-tailed)	.963	.161	.006	.
		df	104	104	104	0

SOURCE: 20.0

Our fifth hypothesis which examines the moderating effect of corruption when our variables correlate with each other. We realize that when corruption is present, the relationship existing between operating budget and resource allocation is significant with a coefficient of 0.262 and a p-value of 0.007 which is less than alpha. And from the above table, there exist a significant relationship between financial budget and resource allocation with a coefficient of 0.562 and a p-value of 0.000 which is less than 0.05. However, there is no significant relationship between operating budget and expenditure control with a negative correlation coefficient (-0.005) and a p-value of 0.963 which is higher than alpha. There is also no relationship existing between financial budget and expenditure control with a very weak correlation coefficient of 0.137 and a high p-value of 0.161 which is higher than alpha level of 0.05. These means that when corruption is present, there is always that moderating effect on every other variable. We therefore reject the null hypothesis.

4.3 DISCUSSION OF FINDINGS

With adequate budgetary practice, it will enhance accountability in Nigeria, hence budgetary practice is one of the determinant of organizational success. And from the first hypothesis, the findings shows that there exist a significant relationship between operating budget and resource allocation and it's on this ground that the null hypotheses is not accepted and the alternate hypothesis was accepted as seen in table 4.7. It invariably tells us that if the performance of the operating budget of the organization is not appraised, it will affect their resource allocation.

From the second hypothesis, the findings tell us that there exist a weak relationship between operating budget and expenditure control with a p- value of 0.545. This is so because operating budget do not have a correlation relationship expenditure budget and that why the null hypothesis was accepted.

From the third hypothesis, it shows that there is a strong relationship between financial budget and resource allocation with the p- value of 0.05. That tells us that if the financial budget is low, the resource allocated to the organization will also be low. And it's on this ground that we do not accept the null hypothesis but rather we accept the alternate hypothesis.

From the fourth hypothesis, it shows a weak but significant relationship between financial budget and expenditure control with a p- value of 0.042 which is closer to 0.05. Hence it means there is actually a relationship that do exist between them. It is on this ground that the null hypothesis will be rejected and alternate hypothesis accepted.

When corruption is present as the moderating variable, there is a significant relationship between operating budget and resource allocation with a coefficient of 0.262 and a p- value of 0.007 which is less than alpha. There is no significant relationship between operating budget and expenditure control with a negative correlation coefficient (-0.005) and a p- value of 0.963 which is higher than alpha.

There is a significant relationship that do exist between financial budget and resource allocation with a coefficient of 0.5262 and a p- value of 0.000 which is less than 0.005. And there is no relationship existing between financial budget and expenditure control with a very weak correlation coefficient of 0.137 and a high p- value of 0.161 which is higher that the alpha level of 0.05 and all this happens due to the present of corruption as a moderating variable. Therefore when corruption is present, there is always that moderating effect on every other variable. We therefore on this note, reject the null hypothesis and accept the alternate hypothesis.

Prior research done in this area are quite different from mine like Ugwuanyi & Ebe (2012) investigated poor accounting practice and budget implementation. And they are of the opinion that individuals that are qualify to be in the right seat of position are not there and as a result, it may create lapses in the area of budgeting and accounting practice. Akinbuli (2013) investigated an assessment of accountability in the public sector in Nigeria. He applies percentage and chi- square statistics in testing the hypothesis. His study is of the view that every government MDG's and manufacturing firms, should have a published financial report for public use.

CONCLUSION

From the test of our various hypotheses, we have seen there is a significant relationship that exists between operating budget and resource allocation. we have also seen how financial budget is strongly related to resource allocation and expenditure control. However, there was no relationship existing between operating budget and expenditure control. This could be because the activities within operating budget may not have contributed significantly to the control of expenditure within the organizations that were studied.

Another striking finding was the fact that when corruption was introduced to our variables, there was an alarming effect and these points to the fact that corruption is like a disease to every activity of organizations as far it has to do with finance. Whenever money is involved, there is always the tendency that corruption is close and in Nigeria, it is often prejudiced that money can make a man do anything.

RECOMMENDATIONS

From the conclusions of the study, the researcher recommends that;

- People that are called to serve in public offices, should be appointed in spite of where they came from to ensure success of ministries.
- Employment into ministries and other manufacturing organizations should be based on merit in order to ensure proper accountability and transparency in the system of budgetary practice.
- Government and managers of manufacturing organization should consider the establishment of monitoring team, so as to ensure that accountability is effectively done as regards to budgetary practices.
- To this end, we would recommend that government and management of other organizations should come together to end this predicament called corruption as it would always continue to do more harm than good to organizations and government parastatals. There must also be harmony existing in the process of preparing operating budgets so as to capture the control of expenditure because budget is of no use when there is no control of inflow and outflow of cash.
- As my sample size is given me positive and negative relationship, I recommend that scholars, researchers and academicians should increase the sample size and likewise the scope of the study to see if they can arrive at the same findings with me.

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