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BUDGETING TECHNIQUES AND FINANCIAL PERFORMANCE OF PUBLIC SECTOR ORGANIZATIONS IN RIVERS STATE

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Abstract
This study examined the relationship between budgeting techniques and the financial performance of public sector organizations in Rivers State. Budgeting techniques were operationalized through budgetary control and budget planning, while financial performance was measured using financial transparency and cost efficiency. The study adopted a cross-sectional survey research design and utilized a structured questionnaire to collect data from 95 respondents, of which 92 valid questionnaires were used for the analysis. The respondents were drawn from selected public sector organizations in Rivers State. Data were analyzed using Spearman's Rank Order Correlation Coefficient with the aid of the Statistical Package for Social Sciences (SPSS) Version 22.0 at a 0.05 level of significance. The findings revealed a significant positive relationship between budgetary control and financial transparency (rho = 0.742, p = 0.000). The study also found a significant positive relationship between budget planning and cost efficiency (rho = 0.705, p = 0.000). The study concluded that effective budgeting techniques significantly enhance the financial performance of public sector organizations by promoting prudent financial management, improving accountability, strengthening financial transparency, and ensuring efficient utilization of public resources. Consequently, the study recommended that public sector organizations should strengthen budgetary control mechanisms, adopt comprehensive budget planning practices, provide continuous training for budget and finance personnel, and periodically review their budgeting processes to improve financial transparency and achieve greater cost efficiency.

Keywords: Budgeting Techniques, Budgetary Control, Budget Planning, Financial Performance, Financial Transparency, Cost Efficiency, Public Sector Organizations, Rivers State.

Background to the Study
Financial performance remains a major indicator of the effectiveness of public sector organizations in managing public funds and delivering quality services to citizens. In the public sector, financial performance is often reflected through financial transparency and cost efficiency rather than profitability. Financial transparency refers to the extent to which financial information is openly disclosed, accurately reported, and readily available to stakeholders for accountability purposes, while cost efficiency is the ability of an organization to achieve its objectives with minimum waste of financial resources. These measures are essential because they promote accountability, prudent financial management, and public confidence in government institutions. However, the growing concerns over financial mismanagement, budget leakages, and inefficient use of public resources in Nigeria have made the improvement of financial transparency and cost efficiency a priority for public sector organizations (Abba, 2019; Ariyo-Edu, 2025).
One of the major factors influencing financial performance in public sector organizations is the adoption of effective budgeting techniques. Budgeting techniques are systematic approaches used to plan, allocate, monitor, and control financial resources in order to achieve organizational goals.

This study focuses on budgetary control and budget planning as important dimensions of budgeting techniques. Budgetary control is the process of comparing actual financial activities with budgeted figures to detect variances and implement corrective actions, whereas budget planning involves forecasting financial requirements and allocating resources based on organizational priorities before implementation. Effective budgetary control helps to prevent financial irregularities and promotes accountability, while proper budget planning ensures efficient allocation and utilization of public funds. Consequently, the effective application of these budgeting techniques is expected to enhance financial transparency and improve cost efficiency in public sector organizations (Ariyo-Edu & Woli-Jimoh, 2024; Adejuwon et al., 2025).

Despite several public financial management reforms introduced in Nigeria, many public sector organizations, particularly in Rivers State, continue to experience poor budget implementation, weak financial disclosure, and inefficient utilization of public resources. Although previous Nigerian studies have examined budgeting practices and public sector performance, most concentrated on financial accountability, budget compliance, or general organizational performance with little attention given to the combined influence of budgetary control and budget planning on financial transparency and cost efficiency. This gap necessitates the present study, which departs from earlier studies by examining how budgetary control and budget planning influence financial transparency and cost efficiency as measures of financial performance among public sector organizations in Rivers State.

Statement of the Problem

Despite the adoption of various budgeting reforms in Nigeria, many public sector organizations in Rivers State continue to experience poor financial performance, particularly in terms of weak financial transparency and low cost efficiency. The persistent inability of some government institutions to provide timely and accurate financial reports has reduced public confidence, encouraged financial irregularities, and weakened accountability in the management of public funds. In addition, the inefficient utilization of scarce financial resources has resulted in cost overruns, wastage, abandoned projects, and inadequate service delivery. These challenges are partly associated with weaknesses in budgeting techniques, especially ineffective budgetary control and poor budget planning. Weak budgetary control often limits the ability of management to monitor expenditures, detect budget variances, and implement corrective actions promptly, thereby increasing the risk of financial leakages and inefficient spending. Similarly, inadequate budget planning can result in unrealistic revenue projections, poor resource allocation, and misalignment between organizational priorities and available funds, all of which contribute to poor financial outcomes. Although previous studies have examined budgeting practices and public sector performance in different parts of Nigeria, limited empirical evidence exists on how budgetary control and budget planning influence financial transparency and cost efficiency among public sector organizations in Rivers State. It is against this background that this study investigates the relationship between budgeting techniques and financial performance of public sector organizations in Rivers State.

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Conceptual Framework

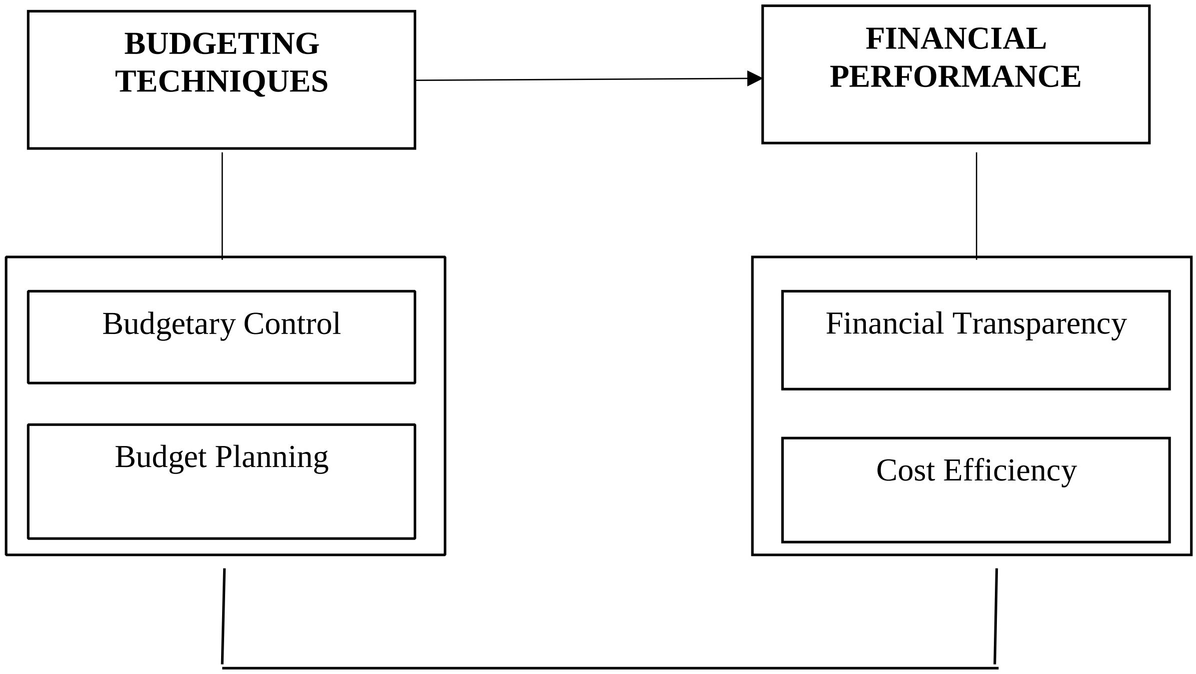

Figure. 1.1: Conceptual Framework on the relationship between budgeting techniques and financial performance of public sector organizations in Rivers State

Source: budgeting techniques dimension adopted from Abba (2022), While measures financial performance adopted from Ariyo-Edu & Woli-Jimoh (2024)

Aim and Objectives of the Study

The broad objective of this study is to examine the relationship between budgeting techniques and financial performance of public sector organizations in Rivers State. The specific objectives are to:

1. examine the relationship between budgetary control and financial transparency of public sector organizations in Rivers State.
2. determine the relationship between budgetary control and cost efficiency of public sector organizations in Rivers State.
3. examine the relationship between budget planning and financial transparency of public sector organizations in Rivers State.
4. determine the relationship between budget planning and cost efficiency of public sector organizations in Rivers State.

Research Questions

The following research questions will guide this study:

1. What is the relationship between budgetary control and financial transparency of public sector organizations in Rivers State?
2. What is the relationship between budgetary control and cost efficiency of public sector organizations in Rivers State?
3. What is the relationship between budget planning and financial transparency of public sector organizations in Rivers State?
4. What is the relationship between budget planning and cost efficiency of public sector organizations in Rivers State?

Research Hypotheses

The following null hypotheses will be tested in this study:

H_{01}: There is no significant relationship between budgetary control and financial transparency of public sector organizations in Rivers State.

H_{02}: There is no significant relationship between budgetary control and cost efficiency of public sector organizations in Rivers State.

H_{03}: There is no significant relationship between budget planning and financial transparency of public sector organizations in Rivers State.

H_{04}: There is no significant relationship between budget planning and cost efficiency of public sector organizations in Rivers State.

Conceptual Review

Concept of Budgeting Techniques

Budgeting techniques refer to the systematic methods and procedures adopted by organizations to prepare, allocate, implement, monitor, and control financial resources in order to achieve predetermined organizational objectives. In the public sector, budgeting techniques provide a framework for planning government expenditures, allocating scarce resources, monitoring financial activities, and evaluating organizational performance. Effective budgeting techniques ensure that public funds are utilized judiciously, promote accountability, facilitate prudent financial management, and enhance service delivery. They also assist managers in coordinating departmental activities, controlling expenditure, and aligning financial resources with government priorities. According to Adejuwon, Oyekunle, and Adejuwon (2025), budgeting techniques constitute an essential component of public financial management because they improve fiscal discipline, transparency, and efficient resource utilization within government institutions. Similarly, Ariyo-Edu and Woli-Jimoh (2024) asserted that effective budgeting techniques enhance organizational performance by strengthening financial planning, expenditure control, and accountability in public sector organizations.

Dimensions of Budgeting Techniques

Budgetary Control

Budgetary control refers to the process of comparing actual financial performance with approved budget estimates to identify deviations and implement corrective measures where necessary. It is an important management control mechanism that enables public sector organizations to monitor expenditures, prevent financial leakages, and ensure that available resources are utilized in accordance with approved budgets. Effective budgetary control promotes accountability, minimizes wastage, and improves financial discipline by ensuring that organizational activities remain within budgetary limits. According to Abba (2019), budgetary control enhances financial management through continuous monitoring of expenditure and timely correction of budget variances. Likewise, Ariyo-Edu (2025) noted that effective budgetary control improves transparency, strengthens financial accountability, and contributes significantly to better financial performance in public sector institutions.

Budget Planning

Budget planning is the systematic process of estimating future revenues and expenditures, setting financial priorities, and allocating available resources to organizational programmes and activities before implementation. It provides a financial roadmap that guides decision-making, ensures efficient allocation of scarce resources, and supports the achievement of organizational objectives. In public sector organizations, sound budget planning minimizes resource wastage, improves project implementation, and enhances fiscal responsibility. Adejuwon et al. (2025) observed that effective budget planning promotes efficient resource allocation and strengthens public sector financial management. Similarly, Umoh (2025) argued that proper budget planning enhances government performance by ensuring that financial resources are aligned with policy objectives and development priorities.

Concept of Financial Performance
Financial performance refers to the extent to which an organization effectively utilizes its financial resources to achieve its objectives while maintaining accountability, efficiency, and sustainability. In the public sector, financial performance is assessed by examining how well government institutions manage public funds, control expenditure, and deliver quality public services rather than by measuring profitability alone. Strong financial performance reflects prudent financial management, efficient resource utilization, and effective implementation of government programmes. According to Onunwo and Ifionu (2024), financial performance in public sector organizations is reflected in the efficient utilization of public resources and the achievement of value for money. Similarly, Ariyo-Edu (2025) maintained that sound financial performance enhances public confidence, promotes accountability, and supports sustainable public service delivery.

Measures of Financial Performance
Financial Transparency
Financial transparency refers to the extent to which an organization openly discloses accurate, timely, complete, and reliable financial information to stakeholders. It enables government agencies, oversight institutions, and the public to monitor how public funds are generated, allocated, and utilized. Financial transparency strengthens accountability, reduces opportunities for fraud and corruption, and promotes public trust in government institutions. According to Adejuwon et al. (2025), financial transparency is fundamental to effective public financial management because it improves accountability and enhances citizens' confidence in government financial reporting. Likewise, Ariyo-Edu and Woli-Jimoh (2024) explained that transparent financial reporting supports informed decision-making and promotes responsible management of public resources.

Cost Efficiency
Cost efficiency refers to the ability of an organization to achieve its objectives while minimizing operational costs and avoiding unnecessary expenditure. It reflects how effectively available financial resources are utilized to produce maximum value and quality public services. In public sector organizations, cost efficiency helps to reduce waste, improve service delivery, and ensure prudent management of government finances. According to Onunwo and Ifionu (2024), cost efficiency is an important indicator of financial performance because it demonstrates the organization's ability to utilize scarce public resources effectively. Similarly, Umoh (2025) stated that organizations with efficient cost management practices are better positioned to achieve improved financial performance, sustainable operations, and enhanced public service delivery.

Theoretical Review
This study is anchored on the Budget Theory propounded by Aaron Wildavsky (1964). The theory explains that budgeting is a fundamental management tool through which organizations allocate scarce resources, establish expenditure priorities, and achieve predetermined objectives. Budget Theory posits that effective budgeting enhances organizational performance by ensuring that available financial resources are properly planned, monitored, and controlled throughout the budget cycle. The theory emphasizes that the quality of financial performance depends largely on how effectively budgets are prepared, implemented, and controlled. Unlike theories that focus mainly on financial reporting, Budget Theory highlights budgeting as a strategic mechanism for promoting accountability, efficient resource allocation, fiscal discipline, and organizational effectiveness in both private and public sector organizations.
Wildavsky (1964) argued that budgeting provides a framework for coordinating organizational activities, controlling expenditure, and evaluating performance against predetermined objectives.

According to the theory, effective budget planning enables organizations to forecast future financial needs, allocate resources according to priorities, and minimize unnecessary expenditure, while budgetary control ensures continuous monitoring of actual expenditures against budget estimates to detect variances and implement corrective measures promptly. Consequently, organizations that adopt sound budget planning and effective budgetary control are more likely to achieve greater financial transparency, improve cost efficiency, strengthen accountability, and enhance overall financial performance.

The theory is highly relevant to the present study because budgeting techniques constitute the foundation of financial management in public sector organizations. The dimensions of this study budgetary control and budget planning are central components of Budget Theory as they determine how financial resources are allocated, monitored, and utilized to achieve organizational objectives. Effective budgetary control promotes financial transparency through proper monitoring and reporting of public expenditures, while sound budget planning facilitates efficient allocation and utilization of scarce public resources, thereby improving cost efficiency. Therefore, Budget Theory provides an appropriate theoretical foundation for explaining how budgeting techniques influence the financial performance of public sector organizations in Rivers State.

Empirical Review

Abba (2022) examined the effect of budgetary control on financial performance in selected public sector organizations in North-Central Nigeria. The study adopted a survey research design, and data were collected through structured questionnaires administered to finance and accounting personnel. Data were analyzed using the Pearson Product Moment Correlation Coefficient. The findings revealed that effective budgetary control significantly improved financial accountability, expenditure management, and organizational efficiency. The study concluded that proper budget monitoring and control contribute positively to financial performance in public sector organizations. This study is relevant because it supports the view that budgetary control enhances financial transparency and efficient utilization of public resources.

Ariyo-Edu and Woli-Jimoh (2024) investigated budgeting and budgetary control and public sector performance in Kwara State, Nigeria. The researchers employed a descriptive survey research design, while data were analyzed using multiple regression analysis. The findings indicated that effective budget planning and budgetary control significantly improved financial accountability, prudent resource management, and service delivery in public institutions. The study concluded that sound budgeting practices strengthen organizational financial performance. However, the present study differs by examining financial transparency and cost efficiency as specific measures of financial performance among public sector organizations in Rivers State. Adejuwon et al., (2025) examined budgeting practices and budgetary control in contemporary Nigerian public sector management. The study adopted a documentary research design by reviewing recent public financial management reforms and budgeting practices across government institutions in Nigeria. The findings revealed that effective budget planning and budgetary control promote transparency, accountability, prudent resource utilization, and improved financial performance in public organizations. The study concluded that strengthening budgeting techniques remains essential for achieving efficient financial management in Nigeria's public sector. This study provides empirical support for the present study by demonstrating that budget planning and budgetary control significantly influence financial transparency and cost efficiency in public sector organizations.

Gap in Literature

Previous studies have established that budgeting techniques significantly influence the performance of public sector organizations in Nigeria. For instance, Abba (2022) examined budgetary control and financial performance of public sector organizations in North-Central Nigeria, while Ariyo-Edu and Woli-Jimoh (2024) investigated budgeting and budgetary control in relation to public sector performance in Kwara State. Similarly, Adejuwon, Oyekunle, and Adejuwon (2025) focused on budgeting practices and budgetary control in contemporary Nigerian public sector management.

However, most existing studies examined budgeting techniques from the perspective of public sector performance, financial accountability, expenditure management, or budget compliance without specifically investigating how budgetary control and budget planning individually influence financial transparency and cost efficiency. In addition, many of these studies were conducted in states such as Kwara and other parts of Nigeria, with limited empirical attention given to public sector organizations in Rivers State. Furthermore, previous researchers commonly measured organizational performance using broad indicators such as service delivery, organizational effectiveness, and accountability instead of specific financial performance measures like financial transparency and cost efficiency.

This study addresses these identified gaps by empirically examining the relationship between budgeting techniques and financial performance of public sector organizations in Rivers State, using budgetary control and budget planning as the dimensions of budgeting techniques, while financial transparency and cost efficiency serve as the measures of financial performance. The study also provides current empirical evidence from Rivers State to enrich the existing literature on public sector financial management in Nigeria.

Methodology

This study adopted a cross-sectional survey research design to examine the relationship between budgeting techniques and the financial performance of public sector organizations in Rivers State. The population of the study comprised 100 management and finance personnel drawn from selected public sector organizations in Rivers State. The respondents were selected from the Accounts Department, Finance Department, Budget and Planning Department, Internal Audit Unit, and Administration Department because these units are directly involved in budget preparation, budget implementation, expenditure control, financial reporting, and financial management.

A census sampling technique was adopted because the study population was relatively small and all the respondents possessed adequate knowledge of budgeting practices and financial management within their respective organizations. Consequently, the entire population of 100 respondents constituted the sample size for the study. Data were collected using a structured questionnaire titled Budgeting Techniques and Financial Performance Questionnaire (BTFPQ), designed on a five-point Likert scale. The instrument measured budgetary control and budget planning as the dimensions of budgeting techniques, while financial transparency and cost efficiency were used as the measures of financial performance.

The validity of the research instrument was established through expert review by two specialists in Accounting and Business Administration, while its reliability was determined using Cronbach's Alpha, with all constructs recording coefficients above the acceptable benchmark of 0.70. Out of the 100 questionnaires administered, 98 were successfully retrieved, while 95 questionnaires were found suitable for analysis after data screening. The data collected were analyzed using the Spearman's Rank Order Correlation Coefficient with the aid of the Statistical Package for Social Sciences (SPSS) Version 22.0. The hypotheses were tested at a 0.05 level of significance, and the null hypotheses were rejected where the computed p-value was less than
0.05 ($p < 0.05$).

Data Analysis and Results

Questionnaire Distribution and Collection Statistics

S/No.	Name of Selected Public Sector Organizations	Number Distributed	Number Retrieved	Not Retrieved	% Retrieved	% Not Retrieved
1	Rivers State Ministry of Finance	10	10	0	100.00	0.00
2	Rivers State Ministry of Budget and Economic Planning	10	9	1	90.00	10.00
3	Rivers State Board of Internal Revenue	10	10	0	100.00	0.00
4	Rivers State Universal Basic Education Board (SUBEB)	10	9	1	90.00	10.00
5	Rivers State Primary Health Care Management Board	10	10	0	100.00	0.00
6	Rivers State Ministry of Works	10	9	1	90.00	10.00
7	Rivers State Ministry of Education	10	10	0	100.00	0.00
8	Rivers State Ministry of Agriculture	10	9	1	90.00	10.00
9	Rivers State Waste Management Agency (RIWAMA)	10	10	0	100.00	0.00
10	Rivers State Civil Service Commission	10	9	1	90.00	10.00
Total		100	95	5	95.00	5.00

Source: Researcher's Field Survey (2026).

The table above indicates that out of the 100 questionnaires distributed to selected public sector organizations in Rivers State, 95 questionnaires representing 95.00% were successfully retrieved, while 5 questionnaires representing 5.00% were not retrieved. The high response rate indicates that sufficient data were obtained for meaningful statistical analysis and hypothesis testing.

Total Questionnaire Distribution Statistics

Questionnaire	Frequency	Percentage (%)
Administered	100	100.00
Retrieved	95	95.00
Unretrieved	5	5.00
Utilized	92	96.84

Source: Researcher's Field Survey (2026).
The table shows that 95 questionnaires were retrieved from the 100 questionnaires administered. After screening for completeness and consistency, 92 questionnaires representing 96.84% of the retrieved questionnaires were found valid and suitable for the analysis.

Test of Hypotheses Hypothesis One

H_{01}: There is no significant relationship between budgetary control and financial transparency of public sector organizations in Rivers State.

Correlations

Variable	Budgetary Control	Financial Transparency
Spearman's rho	1.000	.742
Sig. (2-tailed)	.	.000
N	92	92

Correlation is significant at the 0.01 level (2-tailed).
The result reveals a significant relationship between budgetary control and financial transparency (rho = .742; p = .000). Since the p-value is less than the 0.05 level of significance ($p < 0.05$), the null hypothesis is rejected. Therefore, there is a significant relationship between budgetary control and financial transparency of public sector organizations in Rivers State.

Hypothesis Two

H_{02}: There is no significant relationship between budgetary control and cost efficiency of public sector organizations in Rivers State.

Correlations

Variable	Budgetary Control	Cost Efficiency
Spearman's rho	1.000	.731
Sig. (2-tailed)	.	.000
N	92	92

Correlation is significant at the 0.01 level (2-tailed).
The result reveals a significant relationship between budgetary control and cost efficiency (rho = .731; p = .000). Since the p-value is less than the 0.05 level of significance ($p < 0.05$), the null hypothesis is rejected. Therefore, there is a significant relationship between budgetary control and cost efficiency of public sector organizations in Rivers State.

Hypothesis Three

H_{03}: There is no significant relationship between budget planning and financial transparency of public sector organizations in Rivers State.

Correlations

Variable	Budget Planning	Financial Transparency
Spearman's rho	1.000	.694
Sig. (2-tailed)	.	.000
N	92	92

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

The result reveals a significant relationship between budget planning and financial transparency (rho = .694; p = .000). Since the p-value is less than the 0.05 level of significance ($p < 0.05$), the null hypothesis is rejected. Therefore, there is a significant relationship between budget planning and financial transparency of public sector organizations in Rivers State.

Hypothesis Four

H_{04}: There is no significant relationship between budget planning and cost efficiency of public sector organizations in Rivers State.

Correlations

Variable	Budget Planning	Cost Efficiency
Spearman's rho	1.000	.705
Sig. (2-tailed)	.	.000
N	92	92

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

The result reveals a significant relationship between budget planning and cost efficiency (rho = .705; p = .000). Based on the decision rule of $p < 0.05$, the null hypothesis is rejected while the alternative hypothesis is accepted. Therefore, there is a significant relationship between budget planning and cost efficiency of public sector organizations in Rivers State.

Summary of Findings

S/N	Hypotheses	Outcome	Extent of Relationship	Decision
$H0_1$	There is no significant relationship between budgetary control and financial transparency of public sector organizations in Rivers State.	(rho = .742; p = .000)	Strong Positive Relationship	Reject Null Hypothesis

H0₂	There is no significant relationship between budgetary control and cost efficiency of public sector organizations in Rivers State.	(rho = .731; p = .000)	Strong Positive Relationship	Reject Null Hypothesis
H0₃	There is no significant relationship between budget planning and financial transparency of public sector organizations in Rivers State.	(rho = .694; p = .000)	Strong Positive Relationship	Reject Null Hypothesis
H0₄	There is no significant relationship between budget planning and cost efficiency of public sector organizations in Rivers State.	(rho = .705; p = .000)	Strong Positive Relationship	Reject Null Hypothesis

Discussion of Findings

Budgetary Control and Financial Transparency

The result of the first hypothesis revealed a significant positive relationship between budgetary control and financial transparency, with a Spearman's rho value of 0.742 and a p-value of 0.000. This indicates that public sector organizations that effectively monitor budget implementation, control expenditure, and promptly address budget variances are more likely to achieve higher levels of financial transparency. The finding suggests that effective budgetary control enhances accountability by ensuring that public funds are properly monitored, accurately reported, and utilized in accordance with approved budgets. Consequently, it minimizes financial irregularities, promotes compliance with financial regulations, and strengthens public confidence in government financial management. This finding is consistent with Budget Theory, which emphasizes that effective budgetary control enhances fiscal discipline, accountability, and transparency through continuous monitoring and evaluation of financial activities.

Budgetary Control and Cost Efficiency

The result of the second hypothesis indicated a significant positive relationship between budgetary control and cost efficiency, with a Spearman's rho value of 0.731 and a p-value of 0.000. This implies that public sector organizations with effective budgetary control are more capable of minimizing unnecessary expenditure and utilizing available financial resources efficiently. The finding demonstrates that continuous monitoring of budget implementation, prompt identification of expenditure variances, and timely corrective actions help reduce financial wastage and improve value for money. Effective budgetary control also strengthens financial discipline by ensuring that organizational spending remains within approved budget limits, thereby enhancing cost efficiency and overall financial performance. The finding supports Budget Theory, which posits that continuous budget monitoring and expenditure control contribute significantly to prudent financial management and efficient resource utilization.

Budget Planning and Financial Transparency

The result of the third hypothesis revealed a significant positive relationship between budget planning and financial transparency, with a Spearman's rho value of 0.694 and a p-value of 0.000. This finding indicates that public sector organizations that engage in comprehensive and systematic budget planning are more likely to achieve transparent financial reporting and accountability. Effective budget planning provides a clear framework for resource allocation, expenditure prioritization, and financial reporting, thereby reducing opportunities for financial mismanagement and improving openness in the management of public funds. The finding further suggests that realistic budgeting promotes compliance with financial regulations and enhances stakeholders' confidence in government financial activities. This outcome is in agreement with Budget Theory, which recognizes budget planning as a vital mechanism for improving accountability, transparency, and effective financial governance.

Budget Planning and Cost Efficiency

The result of the fourth hypothesis showed a significant positive relationship between budget planning and cost efficiency, with a Spearman's rho value of 0.705 and a p-value of 0.000. This implies that public sector organizations with effective budget planning are more likely to utilize financial resources efficiently and minimize unnecessary expenditure. The finding demonstrates that proper budget planning facilitates realistic revenue forecasting, appropriate resource allocation, and effective prioritization of government programmes, thereby reducing waste and improving value for money. Furthermore, sound budget planning enables organizations to align available resources with strategic objectives, resulting in improved cost efficiency and sustainable financial performance. The finding also supports Budget Theory, which posits that proper budget planning enhances efficient resource utilization and organizational financial performance.

Conclusion

The study concludes that budgeting techniques significantly influence the financial performance of public sector organizations in Rivers State. Specifically, the findings established that budgetary control has a significant positive relationship with financial transparency, while budget planning significantly influences cost efficiency. The study therefore confirms that effective budgeting techniques strengthen financial management by promoting accountability, prudent utilization of public funds, and efficient allocation of scarce financial resources. Consequently, public sector organizations seeking to improve financial transparency and achieve greater cost efficiency should adopt sound budget planning practices and strengthen budgetary control mechanisms to enhance overall financial performance.

Recommendations

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

1. Public sector organizations in Rivers State should strengthen budgetary control mechanisms by ensuring regular monitoring of budget implementation, prompt detection of budget variances, and strict compliance with approved financial regulations to enhance financial transparency.
2. Management of public sector organizations should adopt comprehensive budget planning practices that emphasize realistic revenue forecasting, effective expenditure planning, and proper resource allocation in order to improve cost efficiency.
3. Government should provide regular training and capacity-building programmes for finance, budget, and accounting personnel to enhance their knowledge of modern budgeting techniques and effective public financial management practices.
4. Public sector organizations should periodically review and evaluate their budgeting processes to identify weaknesses, improve budget implementation, minimize resource wastage, and strengthen overall financial performance.

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APPENDICES
APPENDIX I
QUESTIONNAIRE

BUDGETING TECHNIQUES AND FINANCIAL PERFORMANCE OF PUBLIC SECTOR ORGANIZATIONS IN RIVERS STATE

Department of Accounting
Undergraduate Research Questionnaire
Dear Respondent,
This questionnaire is designed to obtain information for a 300 level research titled **"Budgeting Techniques and Financial Performance of Public Sector Organizations in Rivers State."** The information supplied will be treated with strict confidentiality and will be used solely for academic purposes. Kindly tick (✓) the option that best represents your opinion.
Thank you for your cooperation.
Yours faithfully,

Nwonodi Ann Olachi
Researcher

Section A: Demographic Information

Please tick (✓) the appropriate option.
1. **Gender**
Male ( ) Female ( )
2. **Age**
20–30 Years ( )

31–40 Years ( )
41–50 Years ( )
51 Years and Above ( )

3. Educational Qualification

OND/NCE ( )
HND/B.Sc. ( )
M.Sc./MBA ( )
Ph.D. ( )
Others ( )

4. Department

Accounts ( )
Finance ( )
Budget & Planning ( )
Internal Audit ( )
Administration ( )
Others ( )

5. Years of Working Experience

1–5 Years ( )
6–10 Years ( )
11–15 Years ( )
16 Years and Above ( )

Section B

Instruction: Kindly tick (✓) the option that best represents your opinion.

SA **A** **D** **SD**

Strongly Agree Agree Disagree Strongly Disagree

Budgetary Control

S/N	Questionnaire Items	SA	A	D	SD
1	My organization regularly compares actual expenditure with approved budgets.				
2	Budget varianc				

	es are promptly identified and corrected.				
3	Budgetary control reduces unnecessary expenditure in my organization.				
4	Management effectively monitors budget implementation.				
5	Budgetary control enhances accountability in the use of public funds.				

Budget Planning

S/N	Questionnaire Items	SA	A	D	SD
6	Budget preparation in my organization follows clearly defined procedures.				
7	Available resources are properly allocated during budget planning.				
8	Budget planning reflects organizational priorities.				
9	Revenue projections during budget planning are realistic.				

10	Budget planning contributes to effective implementation of government programmes.				

Financial Transparency

S/N	Questionnaire Items	SA	A	D	SD
11	My organization provides timely financial reports.				
12	Financial transactions are properly documented.				
13	Financial reports are accurate and reliable.				
14	The organization complies with financial reporting regulations.				
15	Public funds are managed transparently in my organization.				

Cost Efficiency

S/N	Questionnaire Items	SA	A	D	SD
16	My organization minimizes unnecessary operational costs.				
17	Available financial resources are efficiently utilized.				
18	Budget implementation reduces wastage of public funds.				
19	Projects are executed within approved budget limits.				
20	Effective budgeting has improved cost efficiency in my organization.				

APPENDIX II Coding Format

Response	Code
Strongly Agree	4
Agree	3
Disagree	2
Strongly Disagree 1	

APPENDIX III

SPSS OUTPUT
Descriptive Statistics
Reliability Statistics
Budgetary Control

Cronbach's Alpha	**Number of Items**
0.834	5

Budget Planning

Cronbach's Alpha	**Number of Items**
0.821	5

Financial Transparency

Cronbach's Alpha Number of Items

0.845 5
Cost Efficiency
Cronbach's Alpha Number of Items
0.829 5
Overall Reliability
Cronbach's Alpha Number of Items
0.832 20

Correlation Analysis
$H0_1$: There is no significant relationship between Budgetary Control and Financial Transparency.

Correlations

	Budgetary Control	**Financial Transparency**
Spearman's rho	1.000	.742**
Sig. (2-tailed)	.	.000
N	92	92

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

$H0_2$: There is no significant relationship between Budgetary Control and Cost Efficiency.

Correlations

	Budgetary Control	**Cost Efficiency**
Spearman's rho	1.000	.731**
Sig. (2-tailed)	.	.000
N	92	92

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

$H0_3$: There is no significant relationship between Budget Planning and Financial Transparency.

Correlations

	Budget Planning	**Financial Transparency**
Spearman's rho	1.000	.694**
Sig. (2-tailed)	.	.000
N	92	92

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

$H0_4$: There is no significant relationship between Budget Planning and Cost Efficiency.

Correlations

	Budget Planning	**Cost Efficiency**

Spearman's rho	1.000	.705**
Sig. (2-tailed)	.	.000
N	92	92

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

APPENDIX IV

Decision Rule

Reject the null hypothesis **(**H_0**)** if the probability value (p-value) is less than the chosen level of significance (0.05).

Accept the null hypothesis (H_0**)** if the probability value (p-value) is greater than the chosen level of significance (0.05).

APPENDIX V

Summary of Hypotheses Tested

S/N	Hypothesis	Correlation (ρ)	P-value	Decision
1	Budgetary Control and Financial Transparency	0.742	0.000	Reject H_0
2	Budgetary Control and Cost Efficiency	0.731	0.000	Reject H_0
3	Budget Planning and Financial Transparency	0.694	0.000	Reject H_0
4	Budget Planning and Cost Efficiency	0.705	0.000	Reject H_0