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BUDGETARY CONTROL AND PERFORMANCE OF LAGOS STATE INTERNAL REVENUE SERVICE

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Abstract: *Budgetary control has attracted research attention in finance and management studies in recent times. Research models have been developed to explore their effect on firms' outcome variables. This study was an attempt to explore the boundary conditions of the effect of budgetary control on the performance of Lagos State Internal Revenue Service using a sample size of 105 respondents drawn from Lagos State Internal Revenue Service. Employing a survey research design and a structured questionnaire for data collect with the adoption of census sampling. The researchers ensured validity by confirming the items in the questionnaire were reflected in the research questions and objectives of the study. Cronbach's Alpha was used to assess the instrument's reliability after a pilot test. A Cronbach's alpha value of 0.70 or higher is regarded as satisfactory and reliable when evaluating the instrument's reliability. The reliability test's outcome demonstrated the dependability of each construct. Utilizing the statistical package for social sciences (SPSS, Version 26) and regressions. The results of the study showed that the performance of the Lagos State Internal Revenue Service was positively and statistically significantly impacted by budgetary control. The study comes to the conclusion that budget planning helps the Lagos State Internal Revenue Service to establish clear objectives and pinpoint important areas for resource allocation in order to enhance performance. The report also finds that the Lagos State Internal Revenue Service has performed better as a result of budget involvement. By involving staff members in the budgeting process. The study also finds that the Lagos State Internal Revenue Service performs better when the budgeting process is regularly monitored and evaluated. Among other things, the report suggested that the Lagos State Internal Revenue Service's administration should consistently make sure that resources are allocated appropriately to prevent unforeseen events and hire qualified staff to deal with financial concerns. This will enhance organizational performance and prevent poor management.*

Keywords: *Budgetary Control, Performance, planning, participation, monitoring.*

1.0 INTRODUCTION

1.1 Background to the Study

Organizations all across the world develop a variety of systems and tactics to make company planning and control easier. Business organizations are growing more aggressive and dynamic in their search for strategies that would guarantee a profitable survival as the current business environment becomes more competitive (Nwanyanwu &

Ogbonnaya, 2018). One of the strategies that business organizations primarily utilize to define goals that direct how they carry out their operations is budgeting. When there are unfavorable variances between the actual results and the predefined goals, corrective action is conducted (Abdullahi, Abubakar, Kuwata & Muhammad, 2015). Control limits that reflect the range of typical deviations from the budget (plan) should be created in order to identify large deviations.

Budgetary control establishes what must be accomplished by looking to the future. Organizations use budgeting as a means of planning for upcoming tasks. They provide a detailed plan for a year and are designed for important organizational operations including sales, purchasing, production, labor resources, and cash flow estimates (Korir, Naibei & Cheruiyo, 2021). In order to reduce variations, expenses, and enhance operational efficiency, budgeting is used to track and manage an organization's operations (Rutto & Oluoch, 2017). According to Nyongesa, Odhiambo, and Moses (2016), budgetary control is the process of measuring performance deviation from anticipated performance and providing information that can be used to either revise the original plan or take corrective action to change future performance.

A management control tool called budgetary control is used to keep an eye on and manage the company's spending during a certain time period based on pre-established goals. If real spending differs from planned spending, corrective measures are implemented (Pimpong & Laryea, 2016). Having an efficient budgeting and budgetary management system over their operations is essential for businesses looking to gain a competitive edge (Nwanyanwu & Ogbonnaya, 2018). Creating budgets, comparing actual performance to the allocated sums, and allocating departmental duties to the budget are all steps in the budgetary control process (Jimoh, Adeyemi & Olarinde, Adegbola, 2020). According to Mukah (2018), budget planning, budget participation, and budget coordination are the elements that make up budgetary control. B

In order to take corrective action before it's too late, budgetary control refers to the use of the budget as a control tool that compares actual results with planned goals or standard production, income, and spending (Nwoye, 2015). Budgetary control measures how effectively an organization's management uses the budget to track and manage the anticipated expenses for a given fiscal year. Every employee is held accountable for the numerous expenses incurred by those departments, and each manager is evaluated according to their performance. Budgetary control accounts for the revenue and expenses of various departments (Polisetty, 2016). Both public and commercial organizations utilize budgetary control as a management strategy to efficiently manage their constrained financial resources in order to enhance performance (Mbuthia & Omagwa, 2019).

Performance is the amount and quality of production that enables the company to achieve its goals. According to Jakait (2018), performance is the capacity of businesses to function effectively, endure, expand, and respond to environmental opportunities and dangers. Any organization's performance is frequently assessed by looking at how well it meets its budget. The organization is considered to have reached a performance level when the financial control is successfully applied and the organization's goals are met (Subriyah, Brasit & Darmawati, 2021). Therefore, it is essential that businesses use the budgeting process to distribute their resources in order to achieve the best possible outcomes that improve the wealth of their shareholders. Both public and private organizations utilize budgetary control as a management method to efficiently manage their finite financial resources (Nyongesa, Odhiambo & Moses, 2016).

In order to effectively accomplish the public finance management goal, budgetary controls at government agencies like the Lagos State Internal Revenue Service include financial planning, managing, financial evaluation, and budget performance, on appropriate allocation as per projected budgets. It allows management to create budgets for every organizational functional unit, assess actual performance, compare actual performance to budgets on a regular basis, compute discrepancies and examine the causes, and take prompt action to address issues if needed. Therefore, how the organization implements its financial control process determines how well it performs. In light of this, this study aims to examine how the Lagos State Internal Revenue Service performs in relation to budgetary control.

1.2 Statement of the Problem

Today's business environment is unpredictable, therefore managers and stakeholders must prepare to compete effectively in these quickly changing conditions. Public firms must implement an efficient budgeting procedure for the best possible distribution of scarce resources in order to reduce operating expenses and other difficulties and enhance their performance. The majority of public businesses have not successfully improved their performance through the use of budgetary control approaches. Too many managers spend all of their time juggling everyday requests when budgetary discipline is lacking. Even with a well-crafted budget, the majority of organizations fall short of their goals. This can be the consequence of poor budgetary control, which frequently causes companies to perform so poorly (Jimoh, Adeyemi & Olarinde, Adegbola, 2020). Poor financial accountability brought on by a failure to follow established protocols and frameworks, as well as a lack of focus on budgetary controls to quickly detect and address significant deviations, are the reasons for this performance's ongoing inadequacy. If such groups' operations are not monitored, money will be mismanaged, financing will be lost, and the targeted beneficiaries will not receive the necessary services. Therefore, the purpose of this study is to investigate budgetary control and the degree to which it influences public sector business performance, with a particular emphasis on the Lagos State Internal Revenue Service.

1.3 Objectives of the Study

The main objective of the study is to examine the effect of budgetary control on the performance of Lagos State Internal Revenue Service. The specific objectives of the study are to:

i. determine the effect of budget participation on the performance of Lagos State Internal Revenue Service.
ii. ascertain the effect of budget planning on the performance of Lagos State Internal Revenue Service.
iii. evaluate the effect of monitoring and control on the performance of Lagos State Internal Revenue Service.

1.4 Significance of the Study

The government, managers, investors, and the Lagos State Internal Revenue Service management will all benefit from the study's conclusions. The results of the study would add to the corpus of information already available on company performance and budgetary control. The Lagos State Government will utilize the study's results to establish budgetary priorities and identify ways to address financial difficulties. The study's conclusions may also help shape government budgeting policies and all parties involved in budget management create strong mechanisms for sound budgeting. The results of this study will help the Lagos State Internal Revenue Service's management implement sound budgeting practices to guarantee that limited resources are used effectively in order to accomplish long-term goals and strategic plans. The organization's performance will increase as a result of the recommendations made about the budgetary components of planning, monitoring, and control as well as budget participation. Organizational managers will be able to comprehend the significance of budget planning, monitoring, and control, as well as budget participation, in enhancing their performance thanks to the research's findings. They will be able to assess their budgetary control methods and enhance their performance with the aid of this research. The study's conclusions will also be used by investors to increase their funding for Benue Internal Revenue Service public firms. Additionally, this will guarantee optimal use of resources that will aid in the accomplishment of objectives.

2.0 REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

2.2.1 Budgetary Control

A budget is a financial plan that summarizes prior financial experiences, outlines the present plan, and projects it over a given time frame in the future. Accordingly, a budget serves as the foundation for financial management, connecting various public finance operations (Abdullahi, Abubakar, Kuwata & Muhammad, 2015). Budgets, as used in public sector accounting, are financial proposals that are periodically presented to legislative assemblies for approval and permit governments to spend funds for the general welfare of the populace. Therefore, it encompasses all of the government's financial activities, which could serve as the foundation for future economic fiscal planning. According to Olaoye and Ogunmakin (2014), budgetary control is the process of creating budgets for the duties of policy executives and regularly comparing actual and budgeted results in order to ensure that the policy's goal is met or to serve as a foundation for change. In order to secure the goals of a policy through individual actions or to serve as a foundation for its revision, budgetary control refers to the creation of budgets pertaining to executive responsibilities to policy requirements and the ongoing comparison of actual with budgeted results (Swaine, 2017).

Another definition of budgetary control is a system that views a budget as a means of creating and marketing goods and services. It is further suggested that planning, cooperation, and control are the three main roles of budgetary control, which are supported by feedback and corrective action (Nwanyanwu & Ogbonnaya, 2018). In order to achieve budgeted performance, budgetary control entails creating a budget, documenting actual accomplishments, identifying and examining discrepancies between actual and budgeted performance, and taking appropriate corrective action (Korir, Naibei & Cheruiyo, 2021). The method of cost control using budgets is known as budgetary control. In order to determine whether the planned and actual performance align, it compares the budgeted and actual performance. If there are discrepancies, the causes are determined and corrective measures are suggested to bring actual performance into line with goals (Nyongesa, Odhiambo & Moses, 2016).

2.2.2 Dimensions of Budgetary Control

Jimoh, Adeyemi, and Olarinde, Adegbola (2020) state that budget planning, participation, and monitoring are all components of budgetary control procedures. Budget planning, budget participation, and budget monitoring and control are all elements of budgetary control, according to Mukah (2018) and Imo and Desu-wosu (2018). The dimensions of budgetary control considered in this study include budget planning, budget participation, and budget monitoring and control.

i. Budget Participation

When lower-level managers participate in the budget planning process, it is known as budget involvement. Their suggestions are taken into account and included into the budgetary process. Because they are responsible for creating and carrying out the organization's budget, employees are a valuable resource in the budgeting process. Additionally, staff members involved in the budgeting process should receive sufficient communication so they may prepare for specific contributions during the process and ensure that all activities are included in the plan (Murei, Kidomo & Gakuu, 2017). Researchers have always been quite interested in budgetary participation. According to Nwoye (2015), it can be thought of as a negotiation channel that connects communication, particularly between superiors and subordinates. According to Sila (2016), budgetary participation offers a forum for managers to share knowledge and concepts in order to improve the efficiency of budgetary planning and control. According to Taufique and Rookhman (2017), budgetary participation makes it easier for superiors and subordinates to provide information during budget negotiations. They went on to say that financial participation has a direct and indirect impact on performance, organizational commitment, role ambiguity, and vertical information exchange.

ii. Budget Planning

Managers are encouraged by the budget planning process to foresee issues before they occur and refrain from making rash judgments on the spot that are motivated more by expediency than by sound judgment (Daboh, 2018). Therefore, the budgeting process should be significantly influenced by an organization's priorities and plan. Planning aids in putting into perspective the operating activities, processes, and procedures that direct the organization's employees in carrying out their duties in order to meet predetermined financial goals. As a result, the budgeting process's ability to implement appropriate planning and management is crucial to the organization's survival (Idegwe, 2013). If an organization is to accomplish its goals, everyone of its employees—from the CEO to the lower-level staff—must understand the purpose of planning. Employees are guided in their daily tasks by planning since everything is completed within the allocated budget and individual performance is assessed at the conclusion of the period based on predetermined goals (Nyongesa, Odhiambo & Moses, 2016). In the absence of any planning, the daily routine activities may lead management to overlook budgeting for future operations. Planning's goal allows businesses to arrange their activities according to their importance.

iii. Budget Monitoring and Control

In terms of the protocols and regulations that set the limits of financial behavior, budgetary monitoring and control serves as a deterrent against financial theft. Daboh (2018) asserts that the process of budgetary monitoring and control is a methodical and ongoing one that is distinguished by the establishment of targeted performance or activity levels for every department within the company. By establishing goals to be met, this process improves the monitoring of the organization's performance. In order to improve ownership of the outcomes at the end of the day and to monitor actual revenue or cost data, the budgetary policy's details should be communicated to all stakeholders for easy comprehension of the set targets and objectives. This is accomplished by regularly comparing actual performance with the budgeted performance and reporting any discrepancies to the responsible officers. This aids in stating the causes of the discrepancies between budgeted and actual performance and in implementing the appropriate corrective measures. As part of the budgeting process, monitoring and control involves maintaining tabs on the organization's operations to make sure they are being carried out or implemented in accordance with the goals established for a specific time frame. When deviations occur, the required adjustments are made to bring the operations into line with the predefined plan (Muslih, 2018). Monitoring is an ongoing procedure that is typically carried out by managers or supervisors in a company. Any operational improvements are made in order to meet the budgeted performance goals. In order for management to take remedial action, it entails monitoring the organization's revenue and expenses in order to get comprehensive information on their variations and contributing variables (Gachoka, Aduda, Kaijage & Okiro, 2018).

2.2.3 Organizational Performance

An organization uses performance as a strategic result to achieve its objectives and achieve success. According to Ololade and Olagunju (2016), performance is the firm's capacity to produce results and actions that are deemed acceptable. Performance also comprises the outcome of the business enterprise's efforts in the form of its operations, strategy, and management of all business enterprise segments, including marketing, finance, production, and human resources (Mairura & Oketch, 2015). When a company can effectively use its resources and produce results that align with its aims and objectives and are pertinent to its stakeholders and clients, it is said to be operating well (Nwoye, 2015). The process by which businesses match their personnel, systems, and resources to strategic goals and priorities is known as firm performance. The ability of an organization to generate new assets from routine operations over a specified period of time is known as organizational performance (Mbutia & Omagwa, 2019). Makina and Keng'ara (2018) define organizational performance as the capacity of the organization to achieve its goals and objectives through the effective and efficient use of resources. Consequently, an organization's performance encompasses its profitability, market share, and product quality. According to Jakait (2018), organizational behavior is the act of performing tasks and activities with the goal of achieving a specific objective. Using the resources at hand, it calculates an organization's outputs or results over time.

2.2.4 Measures of Performance

Organizational performance is frequently measured using a variety of metrics, including profitability, growth, efficiency, and liquidity (Jakait, 2018). However, growth serves as a performance metric for the purposes of this study.

i. Revenue generation

The process of generating revenue for a company, group, or government through different endeavors, goods, or services is known as revenue generation. It entails tactics and initiatives that boost revenue, draw clients, and boost cash inflows. Marketing, customer interaction, pricing tactics, and operational effectiveness are all necessary for effective revenue creation in order to optimize profits. The process of organizing, promoting, and selling goods with the ultimate goal of making money and boosting profitability is known as revenue generation.

ii. Growth

A crucial phase in any organization's lifespan is growth. Changes in size or magnitude from one time period to the next are indicative of firm expansion. According to Ubesi and Okeke (2013), growth is a process function that occurs throughout a number of time periods. The evolution of certain variables over time can be used to illustrate the firm's growth. Growth is the expansion of an organization's size, workforce, assets, capital, sales, and profit over a given time period. If an organization doesn't expand, it will eventually fail. Therefore, it is crucial for owners, managers, employees, and creditors to measure the progress of the firm (Skalik, 2016). The term "firm growth" also describes the gradual increase in a company's size. According to James, Newton, Main, and Stephen (2016), this includes changes in the number of personnel, turnover, and assets, or capital employed. Growth was also characterized by Kumari and Thapliyal (2017) as changes in the firm, such as an increase in sales, an increase in the quantity of assets, an increase in the number of people, business expansion through mergers or acquisitions, product development, and business diversification. The number of workers, capital, fixed assets, and yearly sales turnover are all indicators of a company's growth (Nyarieko, 2018).

2.3 Theoretical Framework

The Theory of Budgeting is considered most relevant to this study in explaining the relationship between budgetary control and organizational performance.

2.3.1 Theory of budgeting

Hirst (1987) was the theory's proponent. According to the notion, an organization's need to prepare and think through how to handle future possibilities and dangers is resolved by an effective budgetary control system. The budgeting hypothesis is a tool for identifying discrepancies between performance and organizational goals. Budgets are regarded as the fundamental component of an effective control procedure and, as such, are an essential component of the overall idea of an effective budgetary control. Like a lot of public administration, budgeting theory has been divided into two categories: normative and descriptive. The foundation of descriptive theory is careful observation or involvement in public sector operations. Theorists pay attention to both local differences and case-specific uniformities when they characterize trends, sequences of events, and infer causes. Compared to descriptive theory, normative theory's recommendations might be based on a far smaller range of observations, and its suggested fixes might be based more on values than on observations. The gap between theory and practice could become intolerably large if the descriptive theory's explanatory power is too low or if public officials reject the normative theory's recommendations or adopt them but then abandon them because they are ineffective.

2.4 Empirical Studies

Kaab and Anzer (2023) conducted a study on budgeting process and budgetary control system and organizational performance with reference to Indian Listed Companies and Financial Institutions. The empirical research approach used nowadays uses empirical data derived from statistical applications to assess a solution's viability. The Bombay Stock Exchange's SENSEX 30 companies were taken into consideration in the study. 150

respondents, eight mid-level managers, 240 respondents, and 12 lower-level supervisory cadres of 360 respondents made up the population, which was divided into five groups of top-level managers. An interview schedule that was specifically created for the purpose and finalized upon the completion of the pilot survey was used to gather primary data. The primary data that was gathered is verified, tallied, and categorized. The Statistical Package for Social Sciences (SPSS) is used for data analysis, and statistical methods are used to make interpretations. According to the study's findings, the majority of Indian businesses establish their budgeting procedures in compliance with accounting norms.

Akshita (2022) looked into organizational performance and budgetary control in India. The study used a survey research approach, and 40 sampled participants were given a structured questionnaire to complete online in order to collect data. Chi-square and frequency % were used to analyze the data. The results showed that organizational performance is influenced by budgets and budgetary control components. Additionally, it stated that budgets and budgetary control aid organizations in managing their resources or keeping expenditures under control. Even though it was carried out in India and the current study is being undertaken in Nigeria, the two studies are related.

Korir, Naibei and Cheruiyot (2021) examined the effect of budgeting process on financial performance of tea processing factories in Kenya. Because it made it possible to establish a relationship between variables, the study used a correlational research design. Given the modest sample size, the census survey approach was suitable. With a sample of 96 respondents selected from 7 factories, the study focused on all of the KTDA parent tea factories in Kericho and Bomet counties. Financial performance and the factors of the budgeting process (planning, monitoring, and control, and participative budgeting) were found to be positively correlated by the study, which employed multiple regression for data analysis. Although the two studies' scopes are different, the study took into account budgetary control variables that are also used in the current investigation. Given the large number of organizations covered, the study's sample size of 96 workers from 7 factories is deemed inadequate.

Jimoh, Adeyemi, Olarinde and Adegbola (2020) carried out an assessment of the relationship between budget and budgetary control and performance in local government with study of Osun State, Nigeria. A survey research design was used for the investigation. Simple random sample and stratified sampling were the sampling strategies used in this investigation. For the study, primary data were used. A well-structured questionnaire was used to collect the primary data. Both descriptive and inferential statistical methods were used to evaluate the gathered data. Simple frequency and percentages were employed in descriptive statistics to address the research questions, while inferential statistics were employed to assess the study's hypotheses. The study discovered a strong correlation between efficient performance in Osun State's local government and the implementation of the budget and budgetary control system.

Etale and Idumesaro (2019) examined the relationship between budgetary control and performance with a focus on Bayelsa State of Nigeria as a case study. The study used capital expenditure budget (CEB) and recurring expenditure budget (REB) as independent variables, and actual expenditure (AEX), which represents performance, as the dependent variable. From 2007 to 2016, time series data on the variables were acquired from the Ministry of Budget's Budget Department. The study used an ex-post facto research approach as its methodology. Descriptive statistics and multiple regression analysis based on the E-view version 10 computer program were used to evaluate the acquired data. The analysis came to the conclusion that there is no statistically significant relationship between the two independent factors and actual budget performance. According to the study, performance in Bayelsa State was unrelated to financial control.

Imo and Des-Wosu (2018) examined the effect of budgetary control on performance of government owned companies in Rivers State of Nigeria. The study used a survey research approach, administering questionnaires to 200 sampled respondents in order to gather data. The Statistical Package for Social Sciences (SPSS 20 version) was utilized to analyze the data for the study using the Pearson product moment correlation coefficient. The findings demonstrated a strong positive correlation between government-owned businesses' financial success and budgetary control. The study's conclusions led it to suggest that government-owned businesses use budgetary management methods in order to maintain their increased performance.

From the available information on previous studies carried out on relationship between budgetary control and organizational performance, A small number of studies, including those by Kaguri (2015), Ng'wasa (2017), Mukah (2018), and Korir, Naibei, and Cheruiyot (2021), examined the three aspects of budgetary control—planning, participation, and monitoring—as well as how they affected the performance of the organization. Machoka's (2014) study only looked at budget planning. Budget planning and monitoring are two aspects of budgetary control that were examined by Harelimana (2017) and Chircir and Simiyu (2017). This study aimed to close the gaps in the literature by examining budgetary control in terms of planning, participation, and monitoring and how these factors affect public enterprise performance metrics. Therefore, with an emphasis on the Lagos State Internal Revenue Service (LIRS), the current study examines how the budgetary control process affects the performance of public firms.

3.0 METHODOLOGY

The study used a survey design and included 105 employees of the Lagos State State Internal Revenue Service who were employed in the corporate headquarters in Ikeja as of December 31, 2024, based on data from the LIRS, Ikeja Human Resource Department. Management personnel, senior employees, and junior employees of the company are all included in the target population. For this investigation, a census sampling technique was used. Through the use of questionnaires, the data for this study were gathered from primary sources. To gather primary data, structured, closed-ended questionnaires were employed. There were three sections on the questionnaire. The questionnaire's Section I collected demographic data from respondents, Section II collected data on budgetary control procedures, and Section III collected data on firm performance. The following is how the five-point Likert scale was used to structure the questionnaire: 1 indicates considerable disagreement. 3 = unsure; 2 = disagree 5 = highly agree; 4 = agree. Employees who correctly completed and returned the surveys were given them by the researcher in person.

Clarity, completeness, and relevance of the questions in respect to the research variables were the main concerns of the instrument's validation. The supervisor checked the instrument and made the necessary changes. By verifying that the questionnaire's items aligned with the study's goals and research questions, the researcher was able to assure validity. Cronbach's Alpha was used to assess the instrument's reliability after a pilot test. A Cronbach's alpha value of 0.70 or higher is regarded as satisfactory and reliable when evaluating the instrument's reliability. The reliability test's outcome demonstrated the dependability of each construct. This study considers performance to be a function of the budgetary control process. The following details pertain to the linear regression model: PERF=f (BCP)

PERF= f (BPL+BPA+MOC)
where;
PERF= Performance
BCP = Budget Control Process
BPL= Budget Planning
BPA= Budget Participation
MOC = Monitoring and Control
Thus, the explicit form of the model for the study will be as follows:
$PERF= \beta_0 + \beta_1 BPL + \beta_2 BPA + \beta_3 MOC + \varepsilon$
where:
β_0 = intercept of the mode (Constant)
$\beta_1, \beta_2, \beta_3$ = regression coefficient
ε = error term

The Statistical Package for Social Sciences (SPSS) software program was used to tabulate and analyze the data obtained from the questionnaire, including mean and standard deviations. The data was analyzed using descriptive statistics, namely regression analysis and correlation. Tests of the hypotheses were conducted at the 5% significance level. If the significance value is less than the 0.05 level of significance, the null hypothesis is rejected, and the alternative hypothesis is accepted. If not, reject the alternative hypothesis and accept the null hypothesis.

4.0 RESULTS AND DISCUSSION OF FINDINGS

4.1 Data Presentation and Analysis

Data gathered from respondents using multiple linear regression analysis, correlation statistics, and descriptive statistics are presented in this section. Out of the 105 copies of the questionnaire that were given out, 103 (98.1%) were properly filed and returned by the respondents, while the remaining 2 (1.9%), in spite of the researcher's best efforts to collect them, were not returned. Copies of the returned questionnaire are used for analysis. The proportion of completed questionnaires is sufficient for any significant research study.

Table 3: Demographic Attributes of Respondents

Attributes	Frequency	Percentage (%)
Age Category		
18-27	14	13.6
28-37	45	43.6
38-47	39	37.9
48 and above	5	4.9
Total	**103**	**100**
Gender		
Male	67	65.0
Female	36	35.0
Total	**103**	**100**
Educational Qualification		
GCE/SSCE	8	7.8
ND/NCE	19	18.4
HND/Degree	59	57.3
Master/Ph.D	17	16.5
Total	**103**	**100**
Experience		
1-5 years	14	13.6
6-10 years	26	25.2
11-15 years	28	27.2
16 -20 years	21	20.4
21 years and above	14	13.6
Total	**103**	**100**

Source: Field Survey, 2025.

According to Table 3, the respondents' ages were as follows: 14 (13.6%) were between the ages of 18 and 27, 45 (43.6%) were between the ages of 28 and 37, 39 (379.9%) were between the ages of 38 and 47, and 5 (4.9%) were over the age of 48. This suggests that responders came from a variety of age groups. 67 (65.0%) of the respondents were men, and 36 (35.0%) were women, according to the respondents' gender distribution. This finding suggests that men made up the majority of survey participants. According to the respondents' distribution by level of education, 8 (7.8%) of the respondents had SSCE/GCE 59 (57.3%) held Higher National Diploma and Degree certificates, 17 (16.5%) had Masters and Ph.D. degrees, and 19 (18.4%) had a diploma and National Certificate in Education. The findings suggest that the majority of respondents possess sufficient education to comprehend the subject matter being studied. The respondents were distributed according to their experience, with 14 (13.6%) having 1–5 years of experience, 26 (25.2%) having 6–10 years, 28 (27.2%) having 11–15 years, 21 (20.4%) having 16–20 years, and 14 (13.6%) having 21 years or more. This suggests that LIRS survey respondents have extensive experience and are therefore well-versed in the subject matter.

Table 4: Respondents Views on Budget Participation

Item	Mean	ST.D	Decision
I take part in the preparation of budget in the organization	3.24	1.332	Significant
We are familiarized with the budget control processes	3.34	1.397	Significant
The supervisors, lower-level managers, top managers make contribution to the budgeting making process	3.28	1.417	Significant
The organization divisions/departments participate in the budgeting processes	3.41	1.444	Significant
The budgets are communicated to all departments after approval by the Board of directors	3.32	1.470	Significant

Source: Field Survey, 2024.

The results showed that the respondents agreed with the assertions regarding budget involvement, as shown in Table 5. The majority of employees confirmed that they participate in the organization's budget preparation process (mean=3.24; SD=1.332), that they are familiar with the budget control procedures (mean=3.34; SD=1.397), that supervisors, lower-level managers, and top managers contribute to the budgeting process (mean=3.28; SD=1.417), that the organization's divisions and departments participate in the budgeting processes (mean=3.41; SD=1.444), and that the budgets are shared with all departments following board of directors approval (mean=3.32; SD=1.470).

Table 5: Respondents Views on Budget Planning

Item	Mean	ST.D	Decision
Clear goals and objectives are well stated in the budgets	3.47	1.319	Significant
The organization identifies high priority programmes to include in the budget	3.45	1.362	Significant
Budgets are aligned to the organization processes	3.54	1.392	Significant
Organization priorities for the next period are agreed during departmental meetings	3.43	1.176	Significant
All the Head of departments are involved in the preparation of budgeting plans for the next period	3.36	1.406	Significant

Source: Field Survey, 2024.

Table 4's budget planning results showed that the majority of respondents agreed that the budgets have well-defined goals and objectives (mean=3.47; SD=1.319), that the organization identifies high priority programs to include in the budget (mean=3.45; SD=1.362), that budgets are aligned with the organization's processes (mean=3.54; SD=1.392), that departmental meetings are used to determine the organization's priorities for the upcoming period (mean=3.43; SD=1.176), and that all department heads participate in the budgeting plans for the next period (mean=3.36; SD=1.406).

Table 6: Respondents Views on Budget Monitoring and Control

Item	Mean	ST.D	Decision
Top management holds budget conferences to review performance	3.50	1.243	Significant
Continuous comparison of budgets and actual results is done	3.64	1.434	Significant
Budget variances are reported to head of departments on regular basis for corrective action	3.53	1.399	Significant
The head of division/departments are charged with the responsibility of controlling the planned activities	3.59	1.465	Significant
Budget adjustments are done in the organization as need arises	3.38	1.408	Significant

Source: Field Survey, 2023.

According to the responses gathered about budget monitoring and control in Table 6, this construct was satisfactorily measured using five items (questions). According to the findings, top management reviews performance at budget conferences (mean=3.50; SD=1.243), compares budgets and actual results continuously (mean=3.64; SD=1.434), reports budget variances to department heads on a regular basis for corrective action (mean=3.53; SD=1.399), is responsible for overseeing planned activities (mean=3.59; SD=1.465), and makes adjustments to the organization's budget as needed (mean=3.38; SD=1.408).

Table 7: Respondents Views on Organizational Performance

Item	Mean	ST.D	Decision
Revenue generated by the organization from taxes collected have increased over the years	3.27	1.469	Significant
There is increase in the organization's return on assets	3.04	1.386	Significant
There is improvement in operational efficiency of the organization	2.98	1.386	Significant
The organization's net profit has increased over the years	2.88	1.381	Significant
Many revenue collection offices have been opened by the organization	2.65	1.281	Significant

Source: Field Survey, 2024.

The performance metrics as indicated by the responses are displayed in Table 7. Five questionnaire questions were used to gauge performance, and the results were deemed satisfactory. The findings showed that the organization's net profit increased over time (mean=2.88; SD=1.381), that its revenue from taxes collected increased over time (mean=3.27; SD=1.469), that the organization's assets increased (mean=3.04; SD=1.386), that its operational efficiency improved (mean=2.98; SD=1.386), and that the organization opened numerous revenue collection offices (mean=2.65; SD=1.281). The outcome unequivocally shows that the organization's performance has improved over time.

Table 8: Correlation Result

Variable	Organizational Performance	Budget Planning	Budget Participation	Budget Monitoring
Organizational Performance	1	.518** .000	.419** .000	.461** .000
Budget Planning	.518** .000	1	.473** .000	.473** .000
Budget Participation	.419** .000	.473** .000	1	.416** .000
Budget Monitoring	.461** .000	.473** .000	.416** .000	1
N	103	103	103	103

Source: Field Survey, 2024.

Correlation was used to establish relationship between the variables used in this study. The results showed that the dependent variable and the predictor variables were significantly correlated. With a Pearson coefficient of 0.518 and a significance level of 0.000, Table 8's results show that budget planning and organizational success are significantly correlated. With a Pearson coefficient of 0.419 and a significance level of 0.000, respectively, it likewise demonstrates a substantial relationship between budget participation and organizational success. A Pearson coefficient of 0.461 and a significance level of 0.000 further suggest that Budget Monitoring and Control and organizational performance are significantly correlated. Additionally, the outcome demonstrates that multicollinearity between the variables was not a problem.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.921[a]	.778	.723	.964	.000

a. Predictors: (Constant), Budget Monitoring, Budget Planning, Budget Participation

b. Dependent Variable: Performance

Source: Authors' Computation using SPSS Version 23 (2023).

The coefficient of determination (R2) was 0.778, according to the results in Table 9. The percentage of variance in the dependent variable (organizational performance) that can be accounted for by all independent factors, or the degree to which changes in the independent variables can account for changes in the dependent variable, is known as the coefficient of determination. According to the coefficient of determination, budget planning, budget participation, and budget monitoring account for 77.8% of the variation in organizational performance.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	81.194	3	27.065	115.753	.000[b]
	Residual	31.799	100	.234		
	Total	112.993	103			

a. Dependent Variable: Performance

b. Predictors: (Constant), Budget Monitoring, Budget Planning, Budget Participation

Source: Authors' Computation using SPSS Version 23 (2023)

Table 10's results demonstrate that the model's statistical significance in forecasting the impact of the independent variables (budget planning, budget participation, and budget monitoring) on the dependent variable (organizational performance) is demonstrated by a significance value (.000) that is less than 0.05. Budget planning, budget participation, and budget monitoring all have an impact on public companies' performance, as indicated by the F critical value of 115.753.

Table 11: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.454	.118		2.265	.000
Budget Participation	.280	.081	.248	3.475	.000
Budget Planning	.258	.066	.279	3.914	.000
Budget Monitoring	.446	.074	.438	4.565	.000

a. Dependent Variable: Performance

Source: Authors' Computation using SPSS Version 23 (2023)

A unit increase in budget planning will result in a 25.8% increase in organizational performance, and a unit change in budget participation will result in a 28.0% improvement in organizational performance, according to the regression coefficient result shown in Table 11 when all other independent variables are set to zero. Additionally, an increase of 44.6% in organizational performance will follow a unit adjustment in budget monitoring. The outcome also suggests that the performance of public firms is more significantly impacted by budget monitoring and management.

4.3 Test of Hypotheses

The three hypotheses formulated in this study were tested as follows:

4.3.1 Test of hypothesis One

$H0_1$: Budget participation has no significant effect on the performance of Lagos State Internal Revenue Service. Since the results in Table 11 demonstrate that budget participation has a significant impact on the performance of the Lagos State Internal Revenue Service ($\beta = 0.280$; $p<0.05$), the null hypothesis was rejected and the alternative hypothesis was accepted. Hypothesis two (2) claims that budget participation has no significant effect on the performance of the Lagos State Internal Revenue Service.

4.3.2 Test of hypothesis Two

$H0_2$: Budget planning has no significant effect on the performance of Lagos State Internal Revenue Service. The test of hypotheses is displayed in Table 11. The findings showed that budget planning significantly affects public enterprise performance (β=

0.258; $p<0.05$). As a result, the alternative hypothesis was supported and the null hypothesis—which holds that budget planning has no discernible impact on the performance of the Lagos State Internal Revenue Service—was rejected.

4.3.3 Test of hypothesis three

$H0_3$: Monitoring and control have no significant effect on the performance of Lagos State Internal Revenue Service. The results of hypothesis three (3), which holds that oversight and control have no discernible impact on the performance of public enterprises in Benue State, are displayed in Table 11. The null hypothesis was rejected because of the strong correlation between performance and monitoring and control ($\beta = 0.446$; $p<0.05$). The outcome suggests that the Lagos State Internal Revenue Service's performance is significantly impacted by monitoring and control.

4.4 Discussion of Findings

The study's conclusions also showed that budget participation significantly improves the Lagos State Internal Revenue Service's performance. This outcome is consistent with research by Korir, Naibei, and Cheruiyot (2021), which found that participatory budgeting significantly improved organizational performance. According to a study by Mukah (2018) on the connection between local government council performance and budgetary control in Northwest Cameroon, budget participation significantly improved local council performance. Budget monitoring and budgetary engagement, however, had no discernible impact on financial performance, according to Ng'wasa's (2017) research.

In line with Kaguri (2015), who examined the relationship between budgetary control and the financial performance of insurance companies in Kenya and concluded that budget planning has a significant impact on financial performance, the second hypothesis test result showed that budget planning has a positive significant effect on the performance of Lagos State Internal Revenue Service. The study also established that client appraisal is a practical policy used in assessing clients' ability and failure to assess customers' capacity to repay will result in loan defaults. Kerosi (2018) confirmed that budget planning has a positive significant effect on the management of micro and small businesses. According to Korir, Naibei, and Cheruiyot (2021), budget planning has a big impact on how well an organization performs. At the General Bureau of the Regional Secretariat of West Sulawesi Province, Subriyah, Brasit, and Darmawati (2021) found that budget planning directly affects organizational performance. Additionally, Harelimana (2017) discovered a favorable correlation between financial performance and budget preparation. Ng'wasa (2017) also found a substantial correlation between financial performance and budgetary planning.

The Lagos State Internal Revenue Service's performance is significantly improved by monitoring and control, according to the results of the third hypothesis test. The outcome is consistent with earlier research by Korir, Naibei, and Cheruiyot (2021), which discovered a considerable favorable impact of budget monitoring and control on the financial performance of Kenyan tea processing facilities. This is corroborated by Imo and Des-Wosu's (2018) research, which found a strong positive correlation between government-owned businesses' financial performance and budget monitoring and control. Chircir and Simiyu's (2017) study unequivocally showed that budget monitoring significantly affects financial performance. Contrarily, a study by Etale and Idumesaro (2019) reported that there was no link between budgetary control and organizational performance in Bayelsa State.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The study showed that the Lagos State Internal Revenue Service's performance is greatly impacted by the budgetary control process. This study adds to the body of literature by elucidating the ways in which the performance of the Lagos State Internal Revenue Service is impacted by budget planning, budget participation, monitoring, and control. The study comes to the conclusion that budget planning helps the Lagos State Internal Revenue Service to establish clear objectives and pinpoint important areas for resource allocation in order to enhance performance. The report also finds that the Lagos State Internal Revenue Service has performed better as a result of budget involvement. By involving staff members in the budgeting process. The study also finds that the Lagos State Internal Revenue Service performs better when the budgeting process is regularly monitored and evaluated.

5.2 Recommendations

In line with the findings and conclusion drawn, the following recommendations were made:

i. The Lagos State Internal Revenue Service's management should constantly make sure that employees actively participate in budgeting processes. Staff members should receive training to improve their comprehension of financial control procedures.
ii. The Lagos State Internal Revenue Service's management should always make sure that resources are allocated appropriately to prevent unforeseen events and hire qualified staff to deal with financial concerns. This will enhance organizational performance and prevent poor management.
iii. To enhance budgetary control and optimize the successes previously achieved to boost performance, managers of the Lagos State Internal Revenue Service should continue to examine the achievements and shortcomings of prior budgets. To find deviations, they ought to examine budgets on a regular basis.

5.3 Suggestions for Further Studies

The following topics have been recommended for additional research: An analysis that compares how budgetary management affects the functioning of organizations in the public and private sectors. Internal control system's impact on Lagos State's private sector companies' financial results. An evaluation of the difficulties in maintaining budgetary control in Nigerian state enterprises.

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