

Leadership Style and Budget Performance: An Empirical Investigation of Tertiary Institutions in South West of Nigeria

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Authors' contributions

This work was carried out in collaboration between all authors. All authors read and approved the final manuscript.

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ABSTRACT

This study investigates the influence of leadership style and budgetary gameplay on budget performance in the selected tertiary institutions in South West of Nigeria. The purposive technique was used to select ten (10) respondents from each seven (7) selected tertiary institutions, totalling seventy (70) respondents as a sample size for the study. Data analysis was performed with the aid of inferential statistical tools such as Pearson Product Moment Correlation Coefficient (PPMCC) and Ordinary Least Square (OLS) method of estimation. Results reveal that advancement leadership style and positive leadership style have a significant influence on budget performance, while punitive leadership style is a weak predictor of budget performance. Results also show that economic game pattern and time game pattern have a significant influence on budget performance, while devious game pattern and incremental game pattern predict poor performance and absenteeism among the bursary staff members of the selected tertiary institutions. The study, therefore, recommends that advancement leadership style, positive leadership style, economic

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game pattern and time game pattern should be encouraged by the management of tertiary institutions to allow the staff members to have the sense of belonging in the process of budget formulation and implementation. This will assist tertiary institutions to achieve their stated objectives and also incessant strike syndrome facing tertiary institutions in Nigeria will be reduced drastically.

Keywords: Leadership style; budget performance; budgetary gameplay; tertiary institutions.

1. INTRODUCTION

Budgeting has been recognized by scholars, researchers and accountants as a key activity of both private and public sector. Budgeting in finance literature is therefore concerned with the planning and management of the firm's financial needs, concerning the alternative sources of and costs of finance. Organizations use budgets to allocate resources, evaluate performance, and formulate plans, shape objectives and respond to various stakeholders [1]. Budget is a plan of dominant individuals in an organization expressed in monetary terms and subject to the constraints imposed by other participant and the environment indicating how the available resources may be utilized to achieve whatever the dominant individuals agree to be the organization priorities [2,3] argue that the survival of organizations, irrespective of their size, categories, complexity or sector, relied heavily on budget performance.

Performance budgeting's popularity continues to gradually grow at all levels of government both in developed and developing countries with exception of Nigeria. In support of this revelation, [4] argues that there have been reported cases of budget disparity, budget indiscipline, poor or non- performance of budget and poor budgetary implementation in Nigeria since independence. The frivolous budgeting implementation has negatively affected both private and public sectors. The issue of poor performance of budget in the education sector is noticeable virtually in all the tertiary institutions in Nigeria. This is evidenced by non-payment of salaries and wages, inadequate lecture halls, decay laboratories, a high ratio of students to lecturers, inability to meet accreditation requirements of regulatory bodies, inadequate financing, deteriorated infrastructure and brain-drain. A fall out of this unpalatable scenario is the result of a recent survey conducted by Times Higher Education University Ranking (2012) which showed that no Nigerian tertiary institution is ranked among the top 400 tertiary institutions in the world.

Leadership style has been identified as a major predicting factor of budget performance. [5] argue that the human behaviour aspect of budgeting is very important because the success of a budgetary system depends on its acceptance by the organization members who are affected by the budget. The link between leadership style and budget performance has been established by previous studies [6,7,8]. Equally, [9] reiterates that budget performance can be influenced by some variables, these being leadership style and budgetary gameplay. [10,11] also re-affirm that budget performance could be influenced by leadership style and budgetary gameplay. [12] define budgetary gameplay as routinized behaviours adopted by subordinates to cope with pressures inherent in the budgetary negotiation process.

1.1 Research Objective

The main objectives are;

- i. To examine the influence of leadership style on budget performance in Nigerian tertiary institutions.
- ii. To determine the impact of budgetary gameplay on budget performance in Nigerian tertiary institutions.

1.2 Research Hypotheses

H₀₁: Leadership style has no significant influence on budget performance in Nigerian tertiary institutions.

H₀₂: Budgetary gameplay has no significant influence on budget performance in Nigerian tertiary institutions.

1.3 Concept of Leadership

Leadership has been a major topic of interest which have established a large pool of theoretical materials relating to leadership concepts. Leadership style is a key determinant of the success or failure of any organization. A leader is a person who influences, directs, and motivates

others to perform specific tasks and also inspire his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people [13]. [6] argue that that leadership as a concept is widely considered to be a key factor in the success of an organization. According to [14], leadership is a process of influencing others' commitment towards realizing their full potential in achieving a value-added, shared vision, with passion and integrity.

[15] note that leadership is a critical management skill, involving the ability to encourage a group of people towards a common goal. Leadership focuses on the development of followers and their needs. Leadership style has received significant attention in the management literature [16] and research has found leadership to be linked with the attitudes and behaviour of subordinates [17,18,9] identifies the following three types of leadership styles such as positive style which encourages good performance by offering encouragement, praise, and other forms of support, advancement style which offers opportunities (rewards) to those who perform well and punitive style which punishes bad performance with reprimands, pay cuts, and threats of termination.

1.4 Concept of Budgeting

Budgeting is one of the most widely studied topics in management accounting and is a crucial exercise without which a firm or business cannot achieve much [19,20]. According to [21], budgets represent accounting techniques, which are created to control costs through people. [22] defines budget as a plan of action for the whole organization or section thereof. In fact, it is a tool guiding the management of government organization in directing and controlling the financial and non-financial activities to achieve and measure its goals in a defined period. [23] describe budget as a financial statement, a monetary statement or quantitative course of action prepared and approved before a given period stating the policies to be pursued during the time and ways of achieving the target.

According to [24], a budget is a plan that outlines an organisations financial and operational goal so budgets may be thought of as an action plan. He asserts that planning a budget helps

a business allocate resources, evaluate performance and formulate plans. According to [25], a budget aims to articulate a realistic plan into action taking into consideration all the necessary variables with the strong determination to achieve a specific goal.

1.5 Relationship between Leadership Style and Budget Performance

Prior research has investigated some factors influencing budget performance [9] for instance, examines the relationship between leadership style, budgetary gameplay, role stress and attitude to budgets of middle management in statutory authorities within Australia. Results reveal that leadership styles such as positive and punitive were found to have explanatory power of the variance in budgetary attitude, while the role stress was found to be negatively correlated. Results also reveal that gameplay patterns of, time, devious and incremental was positively correlated with attitude toward achieving budgets.

In another study, [6] also investigate the influence of leadership styles on budget performance of private universities in Osun State, Nigeria. Result reveals that leadership styles (positive, advancement and punitive) jointly influence budget performance. Result also indicates that positive leadership style was ranked highest among other types of leadership concerning impact on budget performance. Findings of [26,26,27,7] and [28] are in line with the previous studies that budget performance is influenced by leadership styles and budgetary gameplay.

1.6 Conceptual Framework for the Study

The conceptual frame work of the study in Fig. 1 explains the relationship amongst the variables under study; it explains leadership styles (punitive, advancement and positive) and budgetary gameplay (devious game patterns, economic game pattern, time game pattern and incremental game pattern) as independent variables while budget performance as the dependent variable.

Fig. 1. presents a summary diagram of the proposed causal model for the prediction of budget performance in tertiary institutions from the concept. The model specifies the influence of leadership styles and budgetary

gameplay on budget performance in tertiary institutions.

1.7 Definition of Terms

1.7.1 Budgetary gameplay

This is as routinized behaviours adopted by subordinates to cope with pressures inherent in the budgetary negotiation process [12].

1.7.2 Devious

Involves budgeting strategies which are not straight forward [9].

1.7.3 Economic

Involves people presenting their superior with budget-related facts, demonstrate that requests can pay for themselves, and invite their superior to see for himself/herself how things are (Laing 2009).

1.7.4 Incremental

Involves people using last period amounts as a basis or starting point (Laing 2009).

1.7.5 Time

Involves those who look for "the right time" before making budgetary requests (Laing 2009).

1.7.6 Positive style

Encourages good performance by offering encouragement, praise, and other forms of support [9].

1.7.7 Advancement style

Offers opportunities (rewards) to those who perform well [9].

1.7.8 Punitive style

Punishes bad performance with reprimands, pay cuts, and threats of termination [9].

1.7.9 Performance budget

It is a budget that reflects the input of resources and the output of services for each unit of an organization.

1.8 Model Specification and Analytical Technique

To examine the influence leadership style and budgetary gameplay on budget performance, leadership style is measured by punitive leadership style, advancement leadership style and positive leadership style, while budgetary gameplay is measured by devious game, economic game, time game and incremental game.

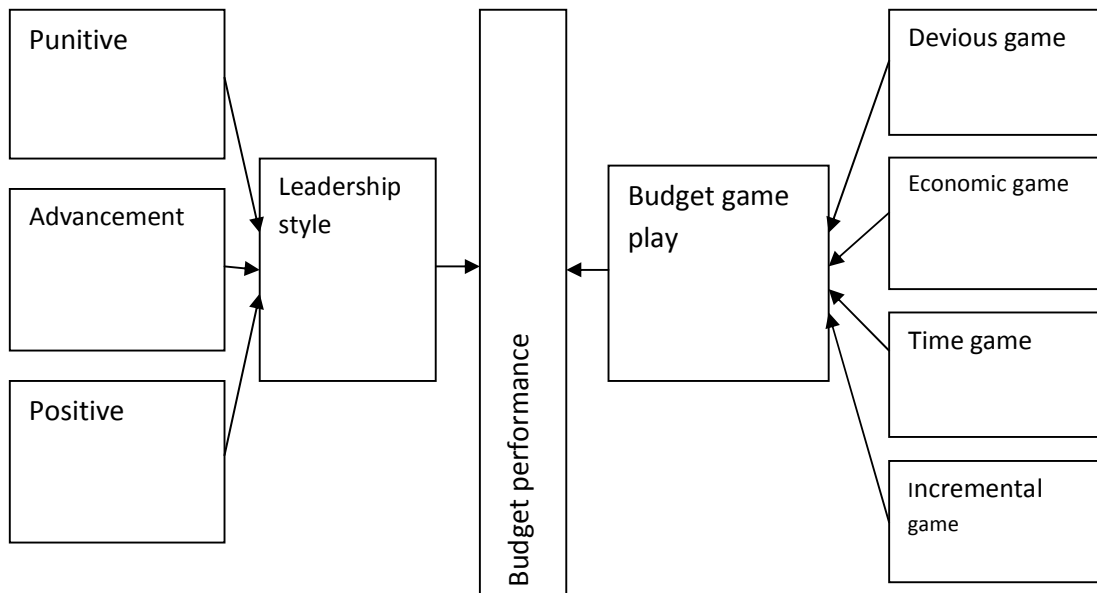


Fig. 1. Conceptual Model

Source: (Authors, 2018)

Mathematically, the models are expressed as follows:

Model I:

$$\text{Budget Performance} = f(\text{Positive Leadership, Advancement Leadership, Punitive Leadership}).$$

$$\text{Budget Performance} = f(\beta_0 + \beta_1\text{Positive Leadership} + \beta_2\text{Advancement Leadership} + \beta_3\text{Punitive Leadership} + \mu)$$

Model II:

$$\text{Budget Performance} = f(\text{Devious Game, Economic Game, Time Game, Incremental Game}).$$

$$\text{Budget Performance} = f(\beta_0 + \beta_1\text{Devious Game} + \beta_2\text{Economic Game} + \beta_3\text{Time Game} + \beta_4\text{Incremental Game} + \mu)$$

Where;

- β_0 = intercept
- β_1 - β_4 = Regression coefficient
- μ_i = stochastic error term

2. METHODOLOGY

2.1 Research Design

Descriptive cross-sectional research design was employed to collect data from the bursary staff members of the seven selected tertiary institutions in South West of Nigeria. This process allows the researchers to gather fewer bias data [29].

2.2 Sampling Method and Sample Size

Purposive technique was used to select ten (10) respondents from each seven (7) selected tertiary institutions, totalling seventy (70) respondents as a sample size for the study. The choice of purposive sampling technique is based on the fact that it provides researchers with the

justification to make generalizations from the sample being studied [29].

2.3 Data Collection Instruments

The data collection instruments for the study comprised of Leadership Styles Questionnaire (LSQ), Budgetary Gameplay Questionnaire (BGQ) and Budget Performance Questionnaire (BPQ).

Leadership Styles Questionnaire (LSQ) was developed and validated by [9]. It is a Likert type scale anchored on a seven-point Likert scale. Its response format ranges from “Strongly Disagree” (1) to “Strongly Agree” (7). The LSQ consists of three items of Positive Leadership Style scale with a reliability coefficient of 0.832., a three-item of Advancement Leadership Style scale with the reliability coefficient of 0.81 and a three-item of Punitive Leadership Style scale with a reliability coefficient of 0.83.

Budgetary Gameplay Questionnaire (BGQ) was developed and validated by [9]. It is a Likert type scale anchored on a seven-point Likert scale. Its response format ranges from “Strongly Disagree” (1) to “Strongly Agree” (7). The BGQ consists of three items of Devious Game Patterns scale with the reliability coefficient of 0.82., a three-item of Economic Game Pattern scale with a reliability coefficient of 0.81, a two-item of Time Game Patter scale with reliability coefficient of 0.79 and a two-item of Incremental Game Pattern scale with a reliability coefficient of 0.83.

Budget Performance Questionnaire (BPQ) was developed and validated by [9]. The questionnaire has six items in phrase form and is anchored on 5-point Likert type with the following degree of response: “Strongly Disagree” (1) to “Strongly Agree” (5), with reliability coefficient of 0.85

Table 1. Distribution of study sample

Institution (Bursary)	Recipient	Respondent	Response rate
1. University of Ibadan, Nigeria.	10	8	0.80
2. Obafemi Awolowo University, Ile-Ife, Nigeria	10	7	0.70
3. University of Lagos, Nigeria	10	8	0.80
4. Federal University of Agriculture, Abeokuta.	10	7	0.70
5. The Polytechnic, Ibadan, Nigeria	10	10	1.00
6. Yaba College of Technology, Lagos, Nigeria	10	6	0.60
7. Federal College of Education, Ikere-Ekiti, Nigeria.	10	8	0.80
Total	70	54	0.77

2.4 Method of Data Analysis

Data analysis was performed with the aid of inferential statistical tools such as Pearson Product Moment Correlation Coefficient (PPMCC) and Ordinary Least Square method of estimation.

3. RESULTS AND DISCUSSION

Table 2 shows the relationship among the variables

Table 2 reveals that punitive leadership ($r = 0.122$), advancement leadership ($r = 0.421^*$) and positive leadership ($r = 0.599^{**}$) have positive relationship with budget performance. Results indicate that advancement leadership and positive leadership have strong association with budget performance. The study is in agreement with [9]’s assertion that the strength of the positive and advancement leadership styles are more likely to maintain goal congruence than the punitive leadership style. In another study, [6] also find out that positive and advancement leadership styles are strong predictors of budget performance, while the punitive style of leadership is a weak predictor.

Table 2 also shows that devious game pattern ($r = -0.319$) and incremental game pattern ($r = -0.209$) have an inverse relationship with the budget performance but not significant. Results also reveal that economic game pattern ($r = 0.298$) and time game pattern ($r = 0.309$) have a positive relationship with budget performance. This result is also in line with Laing (2009) findings.

The implication of this finding is that economic game pattern and time game pattern are veritable tools to budget performance, while

devious game pattern and incremental game pattern may lead to absenteeism, poor performance, or high staff turnover.

3.1 Testing of Research Hypotheses

3.1.1 H₀₁: Leadership style has no significant influence on budget performance in Nigerian tertiary institutions

Table 3 shows that the independent variables (i.e. punitive leadership style, advancement leadership style and positive leadership style) were significant joint predictors of budget performance ($F(3, 51) = 26.9071$; $R^2 = 0.450$; $P < 0.05$). The independent variables jointly explained 45% of the variance of budget performance while the remaining 55% could be due to the effect of extraneous variables. Furthermore, result also reveals that advancement leadership style ($\beta = 0.309$; $P < 0.05$) and positive leadership style ($\beta = 0.589$; $P < 0.05$) were significantly and independently influence budget performance, while punitive leadership style ($\beta = -0.056$; $P > 0.05$) has inverse influence. This implies that budget performance can be influenced by advancement leadership style and positive leadership style, while punitive leadership style may hinder budget performance. Hence, an alternative hypothesis is accepted, and the null hypothesis is rejected. This study is consistent with the findings of [26,27,24,7] and [28].

3.1.2 H₀₂: Budgetary gameplay has no significant influence on budget performance in Nigerian tertiary institutions

Table 4 reveals that budgetary gameplay measured by devious game pattern, economic game pattern, time game pattern and

Table 2. Pearson Product Moment Correlation Coefficient (PPMCC) of Experimental Variables

Model 1	1	2	3	4	5	6	7	8
Budget Performance	1.000							
Punitive Leadership	0.122	1.000						
Advancement leadership	0.421*	0.078	1.000					
Positive Leadership	0.599**	0.201	0.109	1.000				
Devious Game	-0.319	-0.101	0.021	-0.189	1.000			
Economic Game	0.298	0.172	0.067**	0.020	0.152	1.000		
Time Game	0.309	0.076	0.103	0.421*	0.321	0.408*	1.000	
Incremental Game	-0.209	-0.351	0.208	-0.381	0.603**	-0.210	0.213	1.000

** Significant at 1%, * Significant at 5%

Table 3. Influence of Leadership style (punitive, advancement and positive) on budget performance

Model 2	Coefficients	Std. Error	t- statistics	p-value
Punitive Leadership	-0.056	0.782	-0.312	0.713
Advancement Leadership	0.309	0.087	2.987	0.040
Positive Leadership	0.589	0.154	4.502	0.000
R = 0.671	R ² = 0.450	Adj.R ² = 0.443	F = 26.9071	Sig. = 0.000

Table 4. Influence of Budgetary Gameplay (Devious, Economic, Time and Incremental) on budget performance

Model 3	Coefficients	Std. Error	t- statistics	p-value
Devious Game	-0.208	0.128	-0.029	0.212
Economic Game	0.615	0.299	5.129	0.000
Time Game	0.508	0.103	3.771	0.000
Incremental Game	-0.371	0.098	-0.108	0.082
R = 0.521	R ² = 0.271	Adj.R ² = 0.206	F = 12.031	Sig. = 0.000

incremental game pattern jointly and significantly contribute about 27.1% to budget performance with an R² value of 0.271, F –statistics value of 12.031 and p-value of 0.000. This indicates that budgetary gameplay explained 27.1% of the variance of budget performance while the remaining 72.9% could be due to the effect of extraneous variables. Furthermore, results also show that economic game pattern ($\beta = 0.615$; $P < 0.05$) and time game pattern ($\beta = 0.508$; $P < 0.05$) were independently and significantly influence budget performance, while devious game pattern ($\beta = -0.208$; Pens) and incremental game pattern ($\beta = -0.371$; Pens) have inverse influence on budget performance.

This implies that economic game pattern and time game pattern are major determinants of budget performance, while the implementation of devious game pattern and incremental game pattern may lead to poor budget performance, absenteeism and high labour turnover. Hence, an alternative hypothesis is accepted, and the null hypothesis is rejected. The study is consistent with Laing (2009) that devious game pattern and incremental game pattern have a negative relationship with budget attitude.

3.2 Discussion of Findings

The punitive variable contributes negative effect on the leadership style, while advancement and positive variables contribute positive effect on the leadership style which is a common proxy for the three variables. Devious and incremental games which have negative effect contribute to the budget game play, while economic and time games variables contribute positively to the

budget game play. This proxy variable (budget game play) contributes the effects of four variables positively and negatively in equal chances (two negatives and two positives) to the budget performance.

The result of the questionnaire proved the positive and negative effects from these seven (7) variables to the budget performance. This proxy, leadership style represents three independent variables (punitive, positive, and advancement), while budget game play proxy variable represents four independent variables (devious game, economic game, time game, and incremental game). The dependent variable of this study (budget performance) receives a contribution of three variables from one side – the leadership style, while budget performance attracts the contribution of four variables from the other side – the budget game play.

4. CONCLUSION

This study investigates the influence leadership style and budgetary game on budget performance in the selected tertiary institutions in South West of Nigeria. The study establishes that advancement leadership style and positive leadership style are motivating factors that influence budget performance, while punitive leadership style is a weak predictor of budget performance. The study also confirms that economic game pattern and time game pattern are alternatives paradigm to budget performance, while devious game pattern and incremental game pattern predict poor performance and absenteeism among the bursary staff members of the selected tertiary

institutions. The study, therefore, concludes that leadership style and budgetary game are major determinants of budget performance.

5. RECOMMENDATION

Based on this finding, the study, therefore, recommends that advancement leadership style, positive leadership style, economic game pattern and time game pattern should be encouraged by the management of tertiary institutions to allow the staff members to have a sense of belonging in the process of budget formulation and implementation. This will assist tertiary institutions to achieve their stated objectives and also incessant strike syndrome facing tertiary institutions in Nigeria will be reduced drastically.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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