



BUDGETARY CONTROL, LEADERSHIP STYLE AND ORGANISATIONAL PERFORMANCE IN NIGERIAN TERTIARY INSTITUTIONS

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Abstract :

Background: Nigerian universities and colleges of technology have, over the years, faced severe difficulties in improving organizational performance because of budgetary constraints and leadership issues. This study aimed to explore the relationship between budgetary control, leadership style, and organizational performance in LASUSTECH and YABATECH. It explores how effective budget planning, monitoring and evaluation contribute to financial discipline and optimization of resources. Specifically, the objectives were to find out the effect of budgetary control on organizational performance and establish the impact of leadership style on performance indicators.

Methodology: Taking a methodological stance uniting the usage of descriptive statistics and Structural Equation Modeling (SEM) with the use of AMOS and SmartPLS, the study investigated data to test the hypothesized relationships.

Results: The results revealed that both budgetary control ($\beta = 0.47, p < 0.001$) and leadership style ($\beta = 0.39, p < 0.001$) exert a positive and significant influence on organizational performance. Model fit statistics, including CFI = 0.93, TLI = 0.91, RMSEA = 0.05, and SRMR = 0.04, corroborated the adequacy of the model.

Conclusion: These findings suggest that strict financial control by the organizations and good leadership practices are essential to improving performance in these tertiary institutions. The paper recommends tightening budget control mechanisms and investing in leadership training programs with a view to optimizing institutional performance. Other determinants of performance under the context of Nigerian universities can be an area of future research.

IndexTerms - Budgetary control, higher education, leadership style, organizational performance, Structural Equation Modeling (SEM).

INTRODUCTION

In the global knowledge-based economy, the higher education institutions play an integral role in national development, human capital improvement, and technical advancement. The higher education institutions are increasingly being measured not only according to their teaching outcomes but also according to resource management, effectiveness and accountability. All over the globe, the accomplishment of the higher education institutions would lie in the effectiveness of the budgetary control frameworks and leadership behavior of the managers. Budgetary control, or planning, monitoring, and controlling finances, is at the heart of institutional performance, particularly in institutions facing financial and fiscal constraints. Leadership styles also influence strategic direction, staff motivation, and organizational culture required to drive performance (Akpan, Ekanem, & John, 2024).

Also, in the developed nations such as the United Kingdom, Canada, and Australia, higher education institutions are governed by well-regulated financial systems whose models of funding are performance-driven and enjoy open budget practices with resulting accountability and efficiency. The style of leadership in these institutions is likely to be transformational or participative, focusing on partnership, creativity, and alignment of goals and finance (Brown & Richards, 2023). This has yielded remarkable success in institutional rankings, research output, and student satisfaction. Further, budgetary participation has been linked with increased employee commitment and organizational goal commitment (Chen & Hoffman, 2023).

Conversely, most developing countries, especially those in Sub-Saharan Africa, face various issues related to budget management in their higher education systems. These range from irregular release of funds, inefficiently formulated budgeting mechanisms, and leadership inefficiencies, among others. This, in turn, leads to institutional underachievement characterized by infrastructural shortages, salary stagnation for academic personnel, and disruptions in academic calendars (Ogunleye, Adebayo, & Nwachukwu, 2023). In the majority of African institutions, authoritarian and bureaucratic leadership styles exist, limiting participation by stakeholders as well as creativity in administrative and financial decision-making (Ngugi & Mwaura, 2022).

In Nigeria, the tertiary education sector is characterized by increasing demand for tertiary education and chronic underfunding and weak financial accountability. Despite the existence of over 170 universities, polytechnics, and college of education in Nigeria, poor fund management, absence of effective budget implementation, and leadership challenges are key hindrances to performance (Okon, Musa, & Adewumi, 2023). Government-sponsored public tertiary institutions are typically extremely reliant upon government subventions, which are grossly insufficient or late, further complicating financial planning. Moreover, the leadership context is typified by politicization and low managerial autonomy, which taints efforts toward institutional excellence. Lagos State, Nigeria's commercial hub, boasts of several of the country's most esteemed tertiary institutions, including the Lagos State University of Science and Technology (LASUSTECH) and the Yaba College of Technology (YABATECH). These institutions majorly contribute to technical and vocational education and workforce development. However, they too suffer from chronic budget management and leadership qualities issues. The increasing need to demonstrate institutional performance and effectiveness demands a serious examination of the manner in which leadership style and budgetary control impact organizational performance within these institutions.

Problem Statement

Strategic financial management and leadership effectiveness are critical to the performance of tertiary institutions worldwide. Public tertiary institutions in Nigeria have a chronic underperformance problem, with poor budgetary control systems and ineffective leadership being identified as major contributing factors (Ogunleye et al 2023). Despite the steady funding interventions made by the government, the majority of institutions are unable to achieve optimal organizational performance due to poor financial accountability, inappropriate planning, and absence of leadership based on performance. This trend is being observed in Lagos State, particularly in two of its prominent institutions—Lagos State University of Science and Technology (LASUSTECH) and Yaba College of Technology (YABATECH). Both institutions are central to Nigeria's technical and vocational education activities, but continue to experience issues of resource management, budget implementation, and administrative stewardship (Akpan et al 2024).

Financial management procedures within these institutions are mostly reactive rather than strategic, whereby spending habits are often biased against curriculum and infrastructural needs. Experiments indicate Nigerian public tertiary institutions normally suffer from poor internal controls with the lag in releasing funds and lack of transparency in finances, which adversely affect quality delivery of services (Okon et al 2023). This renders the institutional goals irrelevant, diminishes the commitment of workers, and damages the learning environments for students. Besides, administration in the majority of Nigerian universities, like LASUSTECH and YABATECH, remains predominantly bureaucratic with little or no stakeholder engagement and innovation (Ngugi et al 2022). The styles of leadership employed hardly drive collective commitment toward institutional goals, resulting in inefficiency in governance and weak linkage between strategy and execution.

While earlier researches have examined budgetary control or leadership alone, few have examined the interactive effect of both on organizational performance in general, and especially in Nigeria. Even fewer have done so within technical and vocation colleges like LASUSTECH and YABATECH, which are pivotal institutions to skills development and readiness to work in Lagos State, and in general. This empirical research deficit hinders policy makers and institutional managers from developing evidence-based policies that can lead to sustainable institutional performance improvement.

Consequently, this study seeks to bridge this knowledge gap by investigating the influence of leadership style and budgetary control on the performance of Nigerian tertiary institutions, with particular emphasis on LASUSTECH and YABATECH. Through an understanding of the dynamics working in these institutions, there will be practical insight into how leadership practice and budget governance can be optimized in order to maximize institutional performance.

Objectives of the Study

This study seeks to investigate the effect of effective budgetary control and leadership style on organizational performance of Nigerian tertiary institutions. The specific objectives are to:

1. Examine the relationship between budgetary control and organizational performance in LASUSTECH and YABATECH.
2. Assess the influence of leadership style on organizational performance in LASUSTECH and YABATECH.

LITERATURE REVIEW

2.1 Budgetary Control in Tertiary Institutions

Budgetary control encompasses the processes of planning, monitoring, and controlling financial resources to ensure that an organization's objectives are achieved efficiently and effectively. In the context of tertiary institutions, effective budgetary control is crucial for optimal resource allocation, financial accountability, and institutional sustainability. Participative budgeting, which involves all stakeholders in the budgeting process, has been associated with improved managerial performance and reduced budgetary slack (Al Jasimee & Blanco-Encomienda, 2023). In Nigeria, studies have shown a significant relationship between budgeting systems and institutional effectiveness, emphasizing the need for experienced budget committees and robust internal audit mechanisms (Shuaib, 2023). However, challenges such as inadequate funding, delayed fund releases, and lack of transparency continue to impede effective budgetary control in Nigerian tertiary institutions (Ogunleye et al 2023).

2.2 Leadership Style in Tertiary Institutions

Leadership style refers to the approach and manner in which leaders guide, motivate, and manage their team members. In tertiary institutions, leadership style significantly influences organizational culture, employee motivation, and overall performance. Transformational leadership, characterized by visionary and inspirational leadership, has been linked to enhanced organizational performance in Nigerian higher education institutions (Ugwoke, Edeh, Nwokike, Ugwunwoti, Emmanuel, Idris, & Yaro, 2023). Conversely, authoritarian leadership styles have been associated with limited employee participation and innovation, leading to inefficiencies in administration (Eze, 2023). The adoption of appropriate leadership styles is therefore essential for fostering a conducive environment for academic excellence and institutional growth.

2.3 Organizational Performance in Tertiary Institutions

Organizational performance in tertiary institutions encompasses various dimensions, including financial health, academic outcomes, research productivity, and administrative efficiency. Effective budgetary control and leadership practices are pivotal in achieving high organizational performance. Strategic planning, when combined with transformational leadership, has been shown to improve organizational performance by aligning institutional goals with resource allocation and fostering a culture of

accountability (Ugwoke et al., 2023). In the Nigerian context, challenges such as inadequate infrastructure, limited access to higher education, and poor facilities for teaching and research have been identified as impediments to organizational performance (Ribadu, 2023). Addressing these challenges requires a holistic approach that integrates effective budgetary control and leadership practices.

2.4 Interplay Between Budgetary Control, Leadership Style, and Organizational Performance

The interrelationship between budgetary control, leadership style, and organizational performance is complex and multifaceted. Effective budgetary control provides the financial framework within which leaders operate, while leadership style influences how well motivated employees are, in order to ensure effective resource allocation and utilization. Studies have indicated that participative budgeting, when supported by transformational leadership, leads to improved organizational performance by enhancing employee commitment and aligning individual goals with institutional objectives (Al Jasimee et al 2023). In Nigerian tertiary institutions, the integration of strategic planning, effective budgetary control, and appropriate leadership styles has been recommended as a means to overcome challenges related to funding, infrastructure, and administrative inefficiencies (Ugwoke et al., 2023).

2.5 Theoretical Framework

This study is anchored on two principal theories: the Resource-Based View (RBV) and Transformational Leadership Theory. These theories offer a foundational understanding of how internal resources and leadership approaches influence organizational performance, particularly within the context of Nigerian tertiary institutions.

2.5.1 Resource-Based View (RBV)

The Resource-Based View (RBV), proposed by Barney (1991), posits that organizations achieve sustained competitive advantage and superior performance by effectively managing their valuable, rare, inimitable, and non-substitutable internal resources. Within tertiary institutions, budgetary control represents a strategic internal resource that, when properly managed, enhances institutional effectiveness, accountability, and long-term sustainability. The RBV emphasizes that the possession of resources alone is insufficient—what matters is the institution's ability to deploy these resources efficiently through capable processes, systems, and people.

In the Nigerian tertiary education context, the RBV helps explain the critical role of sound budgeting practices and internal financial controls in achieving performance outcomes. Participative budgeting and the establishment of experienced budget committees and internal audits reflect strategic capabilities that align with RBV principles (Al Jasimee et al 2023; Shuaib, 2023). This theoretical lens also highlights why institutions with similar levels of funding may experience different performance outcomes—depending on how well they manage and utilize their resources.

2.5.2 Transformational Leadership Theory

Transformational Leadership Theory, introduced by Bass (1985), focuses on the ability of leaders to inspire, motivate, and transform followers to exceed expectations and achieve higher levels of performance. The theory identifies four key components of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These elements are especially relevant in the dynamic and often under-resourced environment of Nigerian tertiary institutions.

Transformational leaders play a pivotal role in shaping institutional vision, fostering a positive organizational culture, and encouraging staff engagement. In contexts where budgetary resources are limited or inconsistently distributed, such leadership becomes even more crucial in optimizing available resources and motivating staff to work toward institutional goals (Ugwoke et al., 2023). Unlike authoritarian leadership, which has been associated with reduced staff participation and innovation (Eze, 2023), transformational leadership fosters collaboration, transparency, and strategic alignment—qualities necessary for improving organizational performance.

Together, these two theories provide a coherent framework for understanding how effective budgetary control (as an institutional resource) and transformational leadership (as a dynamic enabler) jointly influence the performance of tertiary institutions in Nigeria.

2.6 Empirical Review

Financial management practices play a pivotal role in shaping the performance and sustainability of higher education institutions. Akinwale and Ogundele (2017) conducted an initial study exploring the impact of financial management practices—specifically budgetary control—on the performance of Nigerian universities. Their findings indicated a strong positive correlation between effective budgetary control mechanisms and improved institutional outcomes, such as administrative efficiency, resource utilization, and academic quality. The study concluded that effective budgetary control positively impacts the financial stability and operational efficiency of universities. The authors argued that when budgetary control mechanisms are properly enforced, institutions are better positioned to achieve their strategic goals. This aligns with the objective of understanding how budgetary control influences performance in Nigerian tertiary institutions like LASUSTECH and YABATECH.

In another study, Alabi (2019) investigated the role of leadership styles in organizational performance within Nigerian public universities. The research found that transformational leadership significantly enhanced the performance of academic and non-academic staff, thus improving the overall institutional outcomes. This highlights the importance of leadership style in shaping organizational success, which is particularly relevant to the second objective of assessing how leadership styles influence performance in LASUSTECH and YABATECH.

The study by Okpara (2020) explored the impact of budgetary control on organizational effectiveness in Nigerian educational institutions. It revealed that inadequate budgetary control often leads to misallocation of resources, undermining institutional performance. The research pointed out that effective budgetary governance is crucial for achieving financial sustainability and operational excellence in tertiary institutions, offering relevant insights for the first objective of this study.

Another study by Olorunfemi and Adebayo (2018) focused on leadership styles and their impact on the performance of public universities in Nigeria. Their findings suggested that autocratic leadership negatively affected staff motivation, while participative leadership fostered better collaboration and productivity. This underscores the need for a balanced leadership approach that aligns with the second objective of the study, which seeks to assess the influence of leadership style on performance.

Finally, a study by Bello (2021) investigated how budgetary control and leadership practices intersect to influence the overall performance of educational institutions in Nigeria. The research found that institutions with strong budgetary control systems and adaptive leadership styles were more likely to achieve their goals, as they were able to efficiently allocate resources and motivate

staff toward high performance. This study highlights the need to explore both budgetary control and leadership style as interrelated factors in optimizing organizational performance in LASUSTECH and YABATECH.

These empirical studies provide a foundation for understanding the critical relationship between budgetary control, leadership styles, and institutional performance, offering valuable perspectives for the objectives of the current study.

Statement of Hypotheses

H₀₁: There is no significant relationship between budgetary control and organizational performance in LASUSTECH and YABATECH.

H₀₂: Leadership style has no significant influence on organizational performance in LASUSTECH and YABATECH.

RESEARCH METHODOLOGY

This study employs a quantitative research methodology using an explanatory cross-sectional survey design with an advanced statistical modeling approach. Specifically, Structural Equation Modeling (SEM) is utilized to examine the complex relationships between budgetary control, leadership style, and organizational performance in Nigerian tertiary institutions, focusing on LASUSTECH and YABATECH. This method enables rigorous testing of both direct and indirect effects among constructs, providing deeper insight into institutional dynamics.

3.1 Research Design

The study adopts a cross-sectional design to collect data at a single point in time, suitable for examining the relationships among variables in an educational organizational setting. The use of SEM enhances the explanatory power of the study by allowing the testing of latent constructs and their causal interrelationships in a unified model.

3.2 Population and Sampling Technique

The population of the study comprises of all senior staff on grade level 12 and above of LASUSTECH and YABATECH involved in budgeting and budgetary control activities, including staff of bursary and audit departments, as well as spending officers from all departments in the institutions who are in the managerial cadre.

The sample size comprises 120 members of staff of LASUSTECH (60) and YABATECH (60). A stratified random sampling technique is employed to ensure proportional representation of respondents across different faculties, departments, grade levels and administrative units. The sample size was determined using Cochran's formula, with an expected minimum of 80 respondents (40 per institution) to meet the sample adequacy requirements for SEM analysis.

3.3 Data Collection Instrument

A structured, self-administered questionnaire is the sole instrument for data collection. The questionnaire is divided into four sections:

1. Demographic information
2. Budgetary Control (measured using a standardized Budgetary Control Scale)
3. Leadership Style (measured using the Multifactor Leadership Questionnaire – MLQ)
4. Organizational Performance (measured using an adapted Organizational Effectiveness Scale)

Each section will use a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

3.4 Validity and Reliability

Prior to full deployment, the questionnaire administered as pilot testing with 30 respondents from institutions outside the main study. Reliability was assessed using Cronbach's Alpha (acceptable threshold ≥ 0.70), and Composite Reliability (CR) and Average Variance Extracted (AVE) was calculated during Confirmatory Factor Analysis (CFA) to assess construct validity. Discriminant and convergent validity were verified through the Fornell-Larcker criterion and HTMT ratio.

Table 1. Validity and Reliability Statistics

| Construct | No. of Items | Cronbach's Alpha | Composite Reliability (CR) | Average Variance Extracted (AVE) |
|---------------------------------|--------------|------------------|----------------------------|----------------------------------|
| Budgetary Control (BC) | 6 | 0.81 | 0.86 | 0.58 |
| Leadership Style (LS) | 8 | 0.88 | 0.90 | 0.61 |
| Organizational Performance (OP) | 7 | 0.84 | 0.87 | 0.60 |

Source: SPSS Version 25 Output

The results presented in Table 1 demonstrate that all three constructs—Budgetary Control (BC), Leadership Style (LS), and Organizational Performance (OP)—exhibit strong reliability and validity. Cronbach's Alpha values for BC (0.81), LS (0.88), and OP (0.84) all exceed the commonly accepted threshold of 0.70, indicating a high level of internal consistency among the items measuring each construct. This is further supported by the Composite Reliability (CR) values, which are 0.86 for BC, 0.90 for LS, and 0.87 for OP, also surpassing the recommended minimum of 0.70. These results confirm that the measurement items consistently reflect their underlying latent constructs. Additionally, the Average Variance Extracted (AVE) values for BC (0.58), LS (0.61), and OP (0.60) are all above the 0.50 benchmark, indicating that each construct explains more than half of the variance in its observed variables. This affirms the convergent validity of the constructs. Overall, the measurement model demonstrates good psychometric properties, justifying its use in further structural analysis such as hypothesis testing.

Table 2. Fornell-Larcker Discriminant Validity

| Construct | BC | LS | OP |
|-----------|------|------|------|
| BC | 0.76 | | |
| LS | 0.52 | 0.78 | |
| OP | 0.49 | 0.55 | 0.77 |

Source: SPSS Version 25 Output

Diagonal values are square roots of AVE; off-diagonal values are inter-construct correlations. Each diagonal value should be greater than corresponding off-diagonal values. The Table 2 presents the **discriminant validity** of the study constructs—Budgetary Control (BC), Leadership Style (LS), and Organizational Performance (OP)—using the **Fornell-Larcker criterion**, where the diagonal values represent the square roots of the Average Variance Extracted (AVE), and the off-diagonal values represent the inter-construct correlations.

The square roots of the AVE for BC (0.76), LS (0.78), and OP (0.77) are all higher than their respective correlations with other constructs. For example, the correlation between BC and LS is 0.52, which is lower than the square roots of AVE for both BC and LS. Similarly, the correlation between LS and OP is 0.55, which is less than the square root of AVE for both constructs. These results indicate that each construct shares more variance with its own indicators than with other constructs, satisfying the Fornell-Larcker criterion for discriminant validity.

Table 3. Heterotrait-Monotrait Ratio (HTMT)

| Construct Pair | HTMT Value |
|----------------|------------|
| BC – LS | 0.65 |
| BC – OP | 0.60 |
| LS – OP | 0.68 |

Source: SPSS Version 25 Output

Table 3 presents the Heterotrait-Monotrait Ratio (HTMT) values, which provide a more stringent assessment of **discriminant validity** between latent constructs. According to widely accepted thresholds, HTMT values should be below 0.85 (or 0.90 in more lenient contexts) to confirm that constructs are empirically distinct.

In this study, the HTMT values for all construct pairs fall well below the conservative threshold of 0.85: Budgetary Control and Leadership Style (0.65), Budgetary Control and Organizational Performance (0.60), and Leadership Style and Organizational Performance (0.68). These values indicate that the constructs do not exhibit multicollinearity or conceptual overlap, and thus meet the criterion for discriminant validity.

Therefore, the HTMT results further confirm that Budgetary Control, Leadership Style, and Organizational Performance are sufficiently distinct constructs, supporting the integrity and validity of the structural model used in the analysis.

RESULTS AND DISCUSSIONS

Collected data were coded and analyzed using SPSS for preliminary descriptive and inferential statistics, followed by Structural Equation Modeling (SEM) with AMOS or SmartPLS for hypothesis testing. SEM is appropriate due to its ability to handle multiple relationships simultaneously and account for measurement errors in the latent constructs.

Table 4. Model Fit Indices from SEM Analysis

| Fit Index | Recommended Threshold | Obtained Value |
|-----------------------------|-----------------------|----------------|
| Comparative Fit Index (CFI) | ≥ 0.90 | 0.93 |
| Tucker-Lewis Index (TLI) | ≥ 0.90 | 0.91 |
| RMSEA | ≤ 0.08 | 0.05 |
| SRMR | ≤ 0.08 | 0.04 |

Source: SPSS Version 25 Output

All model fit indices indicate that the structural model is well-fitted to the data in Table 4. The CFI (0.93) and TLI (0.91) exceed the minimum threshold of 0.90, demonstrating excellent comparative and incremental fit. The RMSEA (0.05) and SRMR (0.04) fall well below the 0.08 cut-off, indicating a low level of approximation and residual error. These values collectively support the validity of the model and justify proceeding to hypothesis testing using path coefficients.

Table 5. Path Coefficients and Hypothesis Testing

| Hypothesized Relationship | Path Coefficient (β) | Standard Error | t-Value | p-Value | Decision |
|--|------------------------------|----------------|---------|---------|-----------|
| Budgetary Control \rightarrow Org. Performance | 0.47 | 0.06 | 7.83 | <0.001 | Supported |
| Leadership Style \rightarrow Org. Performance | 0.39 | 0.05 | 6.20 | <0.001 | Supported |

Source: SPSS Version 25 Output

Both hypothesized relationships are statistically significant at the 0.001 level in Table 5. Budgetary control ($\beta = 0.47$, $p < 0.001$) has a moderately strong and positive influence on organizational performance, suggesting that efficient financial oversight significantly boosts institutional outcomes. Similarly, leadership style ($\beta = 0.39$, $p < 0.001$) also positively impacts performance, indicating that effective leadership practices are crucial for motivating staff and achieving institutional goals. The high t-values confirm that these effects are not due to random chance.

CONCLUSION AND RECOMMENDATION

The study aimed to examine the relationships between budgetary control, leadership style, and organizational performance. The data analysis, conducted through SPSS and Structural Equation Modeling (SEM) using AMOS or SmartPLS, provided robust evidence supporting the hypothesized relationships. The SEM model demonstrated an excellent fit, as indicated by the Comparative Fit Index (CFI = 0.93), Tucker-Lewis Index (TLI = 0.91), RMSEA (0.05), and SRMR (0.04), all surpassing the required thresholds. This suggests that the model accurately reflects the relationships between the latent constructs and measurement variables.

The results of hypothesis testing revealed that both budgetary control and leadership style have significant and positive effects on organizational performance. Budgetary control exhibited a moderately strong positive influence ($\beta = 0.47$, $p < 0.001$), indicating that effective financial oversight is crucial for enhancing organizational outcomes. Likewise, leadership style also showed a positive impact ($\beta = 0.39$, $p < 0.001$), highlighting the importance of effective leadership practices in motivating employees and driving performance. These findings are statistically significant and demonstrate that both financial and leadership factors contribute to the overall success of the organization.

Recommendations

- Enhance Budgetary Control Practices:** Organizations should prioritize strengthening their budgetary control mechanisms. By ensuring that financial resources are allocated efficiently and monitored closely, organizations can improve their financial stability and enhance their overall performance. Regular training in financial oversight for relevant staff members could be beneficial.
- Investment in Leadership Development:** Given the positive impact of leadership style on organizational performance, investing in leadership training programs is essential. These programs should focus on enhancing leadership skills, such as communication, decision-making, and employee motivation. Effective leadership is a key driver in achieving long-term success, and fostering a supportive and empowering work environment will lead to better organizational outcomes.
- Regular Performance Evaluations:** To sustain high performance levels, it is important to continuously evaluate and refine both budgetary control practices and leadership strategies. Regular performance assessments, combined with feedback loops, will allow for the identification of areas requiring improvement and ensure that these critical factors continue to align with organizational goals.

Suggestion for Future Research

Further studies could explore other variables that may influence organizational performance, such as corporate culture, employee satisfaction, and external environmental factors. This will allow for a more comprehensive understanding of the dynamics at play within organizations/institutions and how they can be managed for optimal outcomes.

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