

The impact of human factor on SMEs' capital Budgeting planning and practices

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ABSTRACT

Budgets are the foundation of any business, manifesting in its practices to provide the direction for actions and inactions. The management of small and medium enterprises (SMEs) has to maintain proper and appropriate capital budgeting processes and techniques to ensure survival and possible growth. There is a high risk of SMEs failing soon after they are established, with one likely cause being poor capital budgeting strategies. Thus, the study aims to ascertain the factors impacting SMEs' capital budgeting planning and practices, which are carried out by determining the degree of staff participation. The study adopted the quantitative method by administering questionnaires to the staff of 108 SMEs based in the Springfield Industrial Park, Durban, South Africa. The study's findings indicate that most staff are lowly skilled in computer literacy and financial skills, thus impacting the capital budgeting and planning process. Secondly, upward and downward communication levels were not prevalent; hence, more effective communication channels are fundamental. The study was limited to staff in the SMEs and, therefore, cannot be generalized to any other area or subject/s. It emerged that the implication of excluding staff may lead to poor decision-making. Therefore, more consideration should be given to active staff participation upgrading computer literacy and financial skills in business processes.

Keywords: Capital budgeting; human factor; planning and practices.

JEL Classification: M12; M41

5. INTRODUCTION

Budgets serve as the basis and compass for all businesses, manifesting in their practices to influence their actions and inactions (Paoloni et al., 2018). Burrell and Morgan (2017) contend that suitable procedures must be followed by the management and staff of small and medium-sized firms (SMEs) in order to secure their survival and potential expansion. There is a high risk of SMEs failing soon after they are established. Ineffective capital budgeting procedures are one of the causes of this phenomenon (Mustafa & Yaakub, 2018). To address this issue, it is necessary to establish sound budgeting strategies and practices for small firms alongside identifying the root causes of ineffective budgeting procedures.

SMEs contribute significantly to South Africa's GDP by approximately 20% (Wentzel et al., 2022) and beyond its borders. Studies have shown how positively SMEs contribute to lowering unemployment and growing the economy whilst the formal sector shrinks (Cieslik et al., 2021; Tonuchi & Idowu, 2020). Studies have also highlighted how difficult it is for SMEs to adopt capital budgeting processes because of the high failure rate of small and medium-sized businesses and the complexity of the current South African economy (Chipunza & Mupani, 2019; Osim et al., 2020).

SMEs failure is commonly attributed to a lack of entrepreneurial knowledge, inadequate business skills, education, training, innovation, and risk-taking factors, according to the South African Minister of Small Business Development, who also expressed concerns about SMEs having a 37% probability of surviving in their first four years (Gumede, 2019). The purpose of capital budgeting planning in SMEs is to set goals and objectives for future financial performance and to help the management and staff decide on the operations and resources required to meet these goals and objectives.

One of the explicit purposes of the Ministry of Small Business Development in South Africa is to ensure that SMEs have an equal opportunity to participate in the economy. It's crucial to note that SMEs in South Africa are not viewed as smaller replicas of huge corporations because they are unique from large enterprises. SMEs must discover strategies to boost their competitiveness, notably in capital investment, product cost, and pricing, given that they have limited resources for implementing new working methods and ever-evolving market pressure (Khurana et al., 2021). Due to uninformed capital budgeting decisions, many SMEs in South Africa are unable to compete with larger businesses (Imran et al., 2019).

Few studies have focused on analysing financial decision-making and its effects on small businesses, which is derived from capital budgeting planning and practices. As a result, it is necessary to determine what planning and practices are present in these businesses, focusing primarily on capital budgeting planning and practice. Staff involvement in capital budgeting planning and practices is a commonly accepted practice in capital budgeting planning (CBP).

The rest of the article proceeds as follows: Section 2 discusses the literature. Section 3 makes mention of the methodology. Section 4 presents the results and discussions, whilst Section 5 concludes the study.

6. LITERATURE REVIEW

2.1 Theoretical review

2.1.1 Contingency Theory Adopted

The contingency theory, which is frequently used to explain the characteristics of Management Accounting Systems (MAS) as financial and strategic tools in organisations, serves as the theoretical framework for this study (Macy & Arunachalam, 1995). According to Bouwens (2017), certain contingent aspects, such as product diversity, cost structure, information, firm size, competition, company culture, and evaluation tools, are necessary to accept and succeed in a capital budgeting system. Additionally, Bouwens (2017) also suggests that a MAS's efficacy depends on how well its distinctiveness satisfies the demands of the organisation's numerous situations. In this present study, Macy and Arunachalam's (1995) contingency model has been adopted in order to determine the degree of staff participation in capital budgeting planning and practices in small business enterprises within the eThekweni Springfield Industrial Park.

2.2 Capital budgeting theory

According to International Financial Reporting Standards (IFRS), a budget is a comprehensive strategy for acquiring and employing financial and other resources over a predetermined period. It is a plan for the future expressed in formal quantitative terms in two forms: planning and operational control. Operational control refers to the numerous actions taken to achieve these objectives, whereas planning entails setting targets and creating budgets to meet those future objectives (Langenwalter, 2020). Companies use capital budgeting to attain greater survival, sustainability, profitability, and cost-effectiveness. This brings critical responsibilities for staff of the SMEs as their decisions regarding capital budgeting mark the future of their companies in terms of their productivity and growth (Oyelaran-Oyeyinka, 2020).

Correia (2019) developed the following steps in his Capital Model Budgeting process, which this study also takes into account: *Step 1* - Identification of the project and investment proposal; *Step 2* - Selection of the asset; *Step 3* - Financial evaluation of the project on the basis of the firm's objective to increase their market value and shareholder's wealth; *Step 4* - Implementation of the project; and *Step 5* - Review of the performance in comparison to the standard results of the industry in this respect.

2.3 eThekweni and SMEs

The SMEs within eThekweni include firms with a diverse range of operations or product lines. They include businesses run by traditional families employing more than one hundred people and categorized under "medium-sized enterprises" along with individuals who are self-employed and mostly come from the lower strata of the society organised under "micro-enterprises which are informal in nature" (Durban Government, 2018). These SMEs are heterogeneous and operate in sectors of a diverse nature. They face several challenges in the administration of their business enterprises.

The Springfield Industrial Park is located within the city of Durban in the eThekweni Municipality, which is one of the busiest cities in the KwaZulu-Natal province of South Africa. Durban is in the third largest city in South Africa, with a population of around 3.5 million people (Durban Government, 2018). The eThekweni Municipality's local economy is regarded as the economic engine of the province and contributes significantly to the national economy. The infrastructure is of top-notch and world-class industrial activity consistently supports the growth within the

municipality (eThekweni Municipality, 2018). The building of infrastructure facilities and the subsequent growth of a number of industries, like the Springfield Industrial Park, have helped the government of South Africa realise its overall development goals.

2.4 Staff participation in the budgeting process

Hussain et al. (2018) refer to planning as a methodical procedure used by management to enhance operations and make effective and efficient use of resources. As a result, financial evaluations and adjustments are made at an augmented pace, offering SME's a competitive edge in the fiercely competitive global marketplace. Karadag (2017) found that SMEs performed better when staff actively participated in the capital budgeting planning in SMEs. In addition, the involvement of staff in decision- making in SMEs improved job satisfaction among the staff. In the process of determining the degree of staff participation in capital budgeting planning and practices within SMEs, it is first important to understand that SMEs usually provide less formal training than larger firms do to their workers, therefore, limiting participation in budgeting (Hussain et al., 2018; Karadag, 2017).

2.4.1 Budget participation

An important issue when undertaking capital budgeting and planning in SMEs is to decide whether the subordinates and all levels of management should be allowed to influence and be a part of the process. Therefore, Hansen and Van der Stede (2004) theorise that participation measures the extent to which the planning and budgeting process is participative or bottom-up. Allowing participatory budgeting and planning processes at the managerial level is called budget participation (Braumann et al., 2020; Hansen & Van der Stede, 2004). Using budget participation will help the researcher achieve the first objective of this study, which is to determine the degree of staff participation in capital budgeting planning and practices within SMEs in the eThekweni Springfield Industrial Park.

In addition, the study will use budget participation to investigate whether there are benefits to participation in SMEs in eThekweni. Studies have found that permitting subordinates to participate and be a part in setting the performance targets increases their commitment, which subsequently improves the financial performance of an SME (Le & Nguyen, 2020; Supramaniam & Singaravelloo, 2021). The current study aims to determine whether budget participation exists in SMEs in the eThekweni Springfield Industrial Park.

2.4.1.1 Exchange of Information

All successful, fruitful, and constructive relationships, including those in the workplace, depend on effective communication. As essential as the message being conveyed is how it is being conveyed. The mode of communication a company uses depends a lot on its message, target market, and objectives (Karadag, 2017). Budgetary participation offered a forum for managers to share knowledge and suggestions to improve budgetary planning and control. Participation in the budget could make it easier for subordinates and superiors to share information (Cadez et al., 2017). Additionally, it was discovered that information was communicated both upward and downward in terms of financial participation between supervisors and subordinates.

2.4.1.2 Upward communication

Upward communication is a principal agency framework with two primary actors: the principal and the agent. These are always used in the accounting literature to explain the rationale of upward

communication. The principal is often the executive who delegates responsibility over certain tasks to a subordinate who functions as an agent. Therefore, the agency perspective finds that a significant reason for the existence of participation is the difference between the agent and the principal at the information level (Fleig-Palmer et al., 2018; Schuh et al., 2018).

Given its prominence, the study focuses on immediate superiors for two reasons. Firstly, the staff-superior relationship is believed to be the most central interrelationship in the organization (Schuh et al., 2018). Staff differentiate between the support received from their immediate superiors and support from the top management. Secondly, prior research has indicated that immediate superiors are better suited to perform mentoring roles (Fleig-Palmer et al., 2018).

2.4.1.3 Stake in the process and agreement before budget completion

Including staff that have a stake in drafting the budget may make them more likely to adhere to its goals and objectives. It is important to obtain agreement from all parties on the budget before it is completed. By explicitly seeking agreement from upper management, supervisors and staff, one ensures that everyone is held equally accountable for the successes and failures of the budget. Sending a copy of the final budget to all stakeholders jogs the memory of everyone who created the document and ensures they can review what they have created (Prihantari & Astika, 2019). The study intended to gauge if staff had any stake and agreement before CBP completion, which ties into the study's objective of staff participation in the CBP.

2.4.1.4 Motivation to Participate

Budgets can be used to motivate staff to be more fiscally minded, to pay greater attention to detail and to think before one acts. Successfully using the budget as a motivational tool, requires involving staff in the formation, use and monitoring of budget results. Consistency is critical. However, if the budget is not, one's focus, it will not be the focus of staff either. This can lead to de-motivation or other problems (Prihantari & Astika, 2019). The study aims to assess whether motivation plays a role in implementing CBP, which helps achieve the first research objective of staff participation in the CBP.

2.4.1.5 Downward communication

Jiang et al. (2017) suggest that, through the budgeting process, subordinates can gain additional information from superiors and others, including their duties, responsibilities and expected performance, which increases a subordinate's effectiveness. Discussions with superiors during the budgeting process can help clarify the subordinate's goals and methods. The researchers sought to ascertain if downward communication was a key element necessary in the implementation of CBP.

2.4.1.6 Clarification of duties and responsibilities

The budget officer implements budgeting and financial record keeping procedures to ensure efficient coordination of various departmental, grant, and designated accounts, maintains accurate information regarding the financial status of the cost centre, and advises the immediate supervisor regarding financial decisions (Artz et al., 2017). Confusion regarding job roles can be a major source of workplace stress and conflict. It can also result in poor service delivery. One must know one's job responsibilities, work within one's position specifications and clarify work instructions where necessary (Artz et al., 2017; Namhata & Patnaik, 2019). One's job description encompasses all possible responsibilities for one's position and explains the duties clearly and specifically. Unfortunately, job descriptions are often incomplete and may result in one performing duties that

are too challenging, easy, or otherwise incorrectly assigned. Such confusion is not unlikely whether one has been at one's current job for 10 years or 10 minutes (Artz et al., 2017). Namhata and Patnaik (2019) assert that upward or downward communication plays a critical role in organizational success. The researchers surveyed whether the clarification of duties was a prevalent factor that was essential in the implementation of CBP.

2.5 Technical skills

Challenges, faced by SMEs, have primarily influenced their growth and development. These include, but are not limited to, the lack of a serious focus on sustainability, unawareness of staff, expertise, financial skills and qualified personnel required for sustainable growth within an organisation. Additionally, the technical skills required for the capital budgeting process are not available in the staff of SMEs. The skill level of the owners as well as the staff of the SMEs is very low (Karadag, 2017). Most of the owners of the SMEs generally, and as specifically observed in the Springfield Industrial Park of eThekweni Municipality, are people from the nearby regions who have started business through their personal investment or borrowing from lenders. Most of the owners are not even graduates. Therefore, their understanding of the financial budgeting systems is either nil or very basic. Furthermore, the internal staff employed in these small set ups are also low-skilled workers with no or limited financial knowledge. The staff are mainly responsible for day-to-day activities and maintenance, and usually do not have experience in capital budget implementations. Thus, the companies were fully dependent on outsourcing of the financial function (Shaikh et al., 2021).

The argument that can be made is that a lack of technical skills in capital budgeting and planning could be one of the many contributing factors to the poor budgeting and implementation of strategic and operational plans among SMEs.

2.5.1 Lack of computer literacy

In order to effectively adapt CBP in business, both managers and staff need to be proficient in computer literacy. This is also needed to speed up the processes and accuracy in data capturing. This data becomes necessary when implementing the CBP (Shaikh et al., 2021). To do this, staff participation is vital. This study addresses computer literacy in SMEs in eThekweni Springfield Industrial Park as one of the factors necessary for implementing CBP.

2.5.2 Necessity of keeping accurate records

The purpose of a business is to earn income for its owner. The owner relies on the profit from the business to provide for his or her family, grow the business, hire more staff, or purchase other businesses. For a business to be lucrative, the owner or manager needs accurate, detailed information about the financial and operational actions (Poser, 2017). This is achieved through budgeting and accurate record-keeping. Keeping accurate records allows the business to regularly monitor the overall growth of the business, to identify income sources, and track deductible expenses. Having accurate records assists in faster decision-making and higher work efficiency. This accuracy becomes crucial in the CBP. As part of the study, the researcher sought to determine the level of investigation and resolution of budget variances as one of the factors necessary for implementing CBP.

2.5.3 Investigating and resolving budget and actual variances

Investigating and resolving budget variances allows businesses to monitor and control their

expenditures regularly. Variance analysis helps achieve targets and proactively identify and alleviate potential risks (Chiu et al., 2018). This precision is essential in the CBP. Investigating and resolving budget variances is one of the various tasks the staff would be responsible for when working with CBP. This study aimed to determine staff participation in the investigation and resolving of budget variances and to further make valid recommendations on the importance of staff participation in CBP and highlight the relevance of the necessary financial skills.

3 METHODOLOGY

Given the objective of this study was to determine the degree of staff participation in capital budgeting planning and practices in a specific area, based on the richness of information from a rather large sample of 146, the quantitative method was more suitable. This study used a larger sample size to draw conclusions, hence a quantitative analysis using a questionnaire was used as the research method. The use of quantitative analysis was the finest strategy to guarantee the findings' measurability, correctness, and reliability.

This study targets a population size of 146 respondents comprising the staff of SMEs in Durban. Data collection from each individual of this population would be both extremely difficult and expensive. Therefore, it was suitable to gather information from a representative sample of the population, and if the sample results are reasonable, one may draw conclusions and make inferences about the population. A non-random and purposive sample size was chosen for the survey amongst the staff of the SMEs in the Springfield Industrial Park in Durban.

In order to assess the competitiveness and sustainability of SMEs, the researchers made use of a quantitative approach in this study. A descriptive research design was adopted targeting 146 registered SMEs in the Springfield Industrial Park in Durban. A purposive sample of 108 participants was selected using non-probability sampling. Staff representatives were handed a self-administered, four-point Likert scale-style questionnaire to complete in order to collect data for the study.

The questionnaires were distributed to respondents to complete. The data, which were converted into numerical values, were analysed using a scientific statistical analysis program. With the aid of a Smart Partial Least Squares (SmartPLS) configuration set up on a computer system, the data acquired for this investigation were analysed.

4 RESULTS AND DISCUSSION

The following questions and responses were discussed with regards to the participation of staff in capital budgeting planning and practices.

4.1 Staff participation

The aim of this study was to find out the degree to which staff are involved in and participate in CBP. The following responses are associated with the above statements/questions in Figure 4.1.

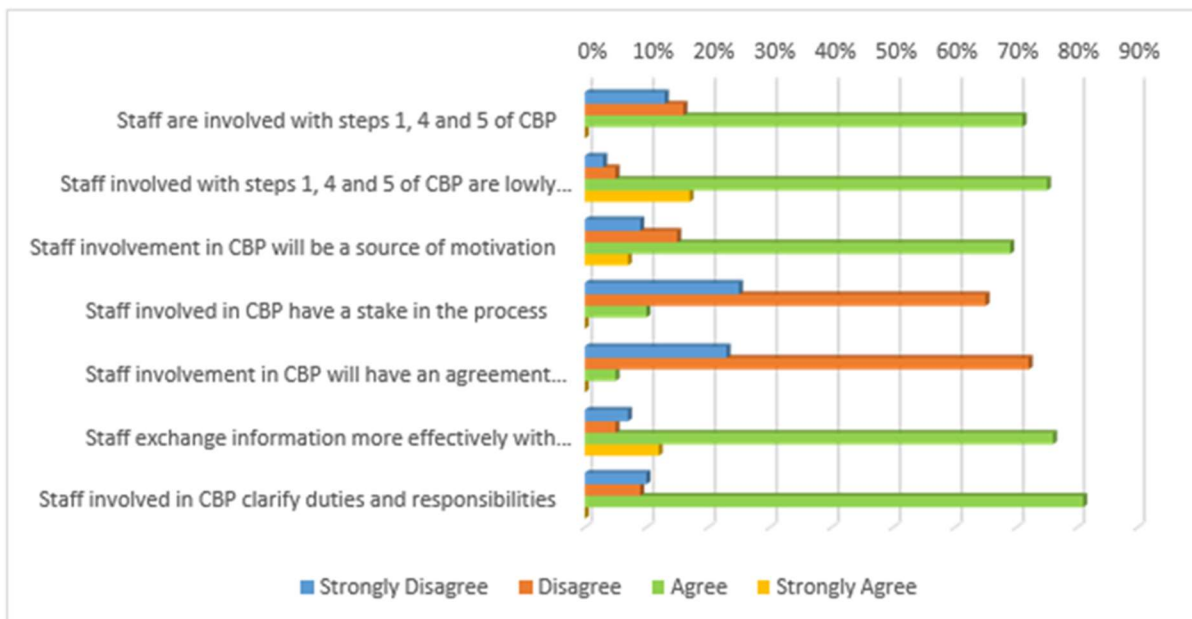


Figure 4.2: Degree of staff participation

4.1.1 Capital Budgeting participation

As displayed in Figure 4.1, staff are involved with steps 1 (Investment proposal); step 4 (Implementation) and step 5 (Review and Control) of CBP. The percentage of staff who strongly disagreed were 13%; 16% disagreed, while a significant majority of 71% agreed. The reason for this majority response of agreement is due to the operation of manual processes. These responses indicate the participation levels of the respondents.

The majority of respondents (92%) agreed unanimously that they were lowly skilled, whilst 5% disagreed and 3% strongly disagreed. Hussain et al. (2018) assert that special skills are required to perform the CPB process. However, respondents have confirmed their skills level to be low. This is an indication of the lack of CPB skills within the eThekweni Springfield Industrial Park SME sector.

4.1.2 Exchange of Information

Figure 4.1 reflects that the respondents strongly expressed that the exchange of information was more effective with upward and downward communication: 76% agreed, 12% strongly agreed, 7% strongly disagreed and the remaining 5% disagreed. With the 88% level of concordance between respondents, it seems that upward and downward communication levels were not prevalent and that there is a call for more effective communication channels. Cadez et al. (2017) found that budget participation could facilitate information-sharing between subordinates and superiors. It was also found that budgetary participation provided a setting in which managers can exchange information and ideas to make budgetary planning and control more effective.

4.1.3 Motivation to Participate

Figure 4.1 reflects that staff involvement in CBP will be a source of motivation: 69% agreed, 7% strongly agreed, 15% disagreed and 9% strongly disagreed. The strong level of agreement indicates that staff are willing to be involved in the CPB process. Office morale can be improved through daily work-life quality benefits and privileges. Staff, in turn, will work harder and smarter when their workdays are more pleasurable and rewarding. Budgets are used to motivate staff to be more fiscally minded, to pay greater

attention to detail and to think before they act. The successful use of budgets as a motivational tool requires involving staff in the formation, use and monitoring of budgeted results (Prihantari & Astika, 2019). It was also established that staff stability and experience is the ability to developing a long- term and consistent relationship between employees and SMEs. Staff create efficiency and effectiveness by promoting stable organizational relationships.

4.1.4 Stake in the process and agreement before budget completion

This segment of Figure 4.1 is based on staff involved in CBP will have a stake in the process: 65% disagreed, 25% strongly disagreed whilst 10% agreed. The extraordinarily high level of 90% combined disagreed and strongly disagreed respondents revealed a lack of any stake in the CBP. The next aspect of Figure 4.1 is centered on staff involvement in CBP that will have an agreement before the budget is completed. The majority of the respondents (72%) disagreed, 23% strongly disagreed and the remainder of 5% agreed. The remarkably high level of 95% for combined disagreed and strongly disagreed responses revealed the non-existence of any agreement before the CBP was completed.

This finding does not reflect well from an SME and staff point of view. It shows a distrust of staff. The trust for an employee is a function of the staff's perceived ability, goodwill and integrity, as well as the manager's inclination to trust (Prihantari & Astika, 2019). Therefore, this lack of staff having a stake and agreement before budget completion in the CPB will contribute to SME challenges.

4.1.5 Clarification of duties and responsibilities

The final segment of Figure 4.1 on staff involvement in CBP clarifies duties and responsibilities. The majority (81%) of the respondents agreed, 9% disagreed, and 10% strongly disagreed. This finding suggests that duties and responsibilities are well communicated. The reason for this majority response is due to the use of manual processes. Thus, critical thinking is not required in the execution of tasks. Misunderstandings regarding job roles can be a major source of workplace stress and conflict and can also result in poor service delivery. It is important that one knows one's job responsibilities, work within one's position specifications and clarifies work instructions, where necessary (Artz et al., 2017). A lack of clear duties and responsibility skills in CBP could be contributing factors to the poor implementation of strategic and operational plans amongst SMEs.

4.2 Technical skills

Technical skills of staff were gauged with the aid of the following questions and their relevant responses, as displayed in Figure 4.2.

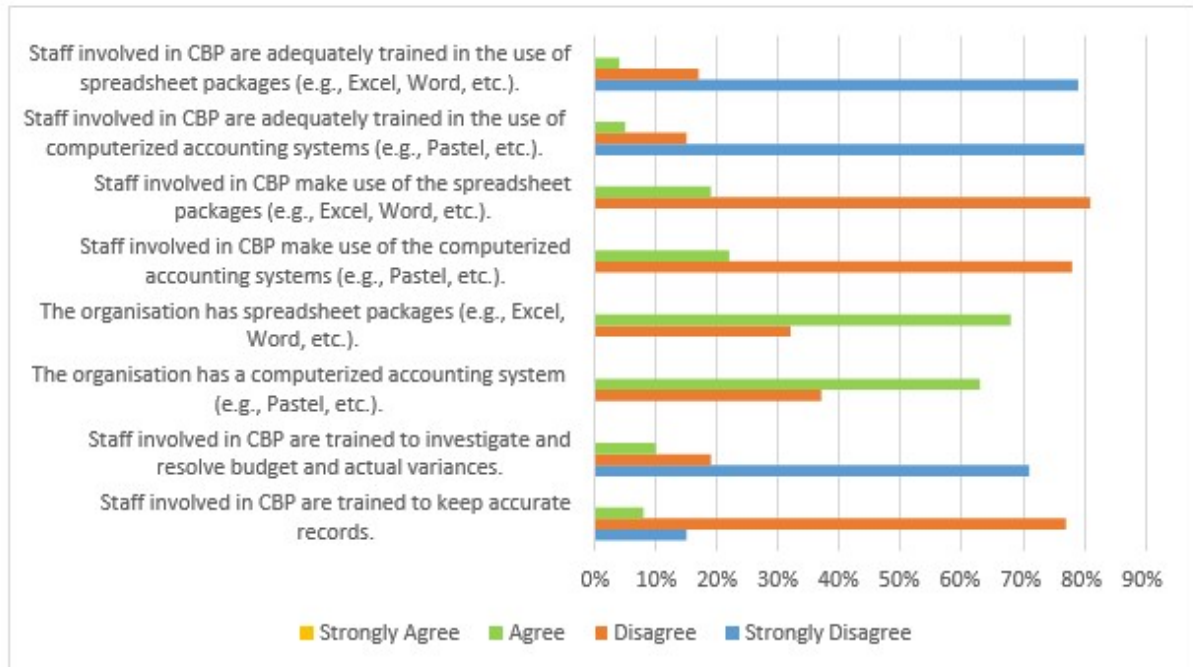


Figure 4.3: Technical skills

4.2.1 Necessity of keeping accurate records

The first question in Figure 4.2 enquires whether staff involved in CBP are trained to keep accurate records. The majority of the respondents (77%) disagreed, 15% strongly disagreed, 8% agreed, whilst there were no responses for the “strongly agree” option. The notably high level of 92% for combined disagreed and strongly disagreed responses revealed an absence of accurate record-keeping in the CBP process. Poser (2017) articulates that for a business to be lucrative, the owner or manager needs very accurate, detailed information about the financial and operational actions of the business. Therefore, accurate record-keeping will contribute to successfully implementing strategic and operational plans amongst SMEs.

4.2.2 Investigating and resolving budget and actual variances

In determining whether staff involved in CBP are trained to investigate and resolve budget and actual variances, the majority of respondents (71%) disagreed, 19% strongly disagreed, and 10% agreed. The significantly high level of 90% for combined disagreed and strongly disagreed responses revealed an absence of investigation and resolving variances. This step follows on from keeping accurate records. Hence, the accuracy of record-keeping is of paramount importance. Staff who are skilled and committed to their occupations in investigating and resolving variances can increment profitability and improve quality. In that setting, a representative contribution turns out to be progressively critical to the continuance of the business (Chiu et al., 2018).

4.2.3 Computerized Accounting System

Respondents were asked whether the organisation has a computerized accounting system (e.g., Pastel, etc.) A total of 63% agreed and 37% disagreed. The second part of the question enquired if the organisation had spreadsheet packages (e.g., Excel, Word, etc.); 68% of the respondents agreed whilst 32% disagreed. The notable result is that approximately two-thirds of the respondents, were aware that the SMEs have computerised accounting systems and spreadsheet packages, state that factors affecting the adoption of a computerised accounting system are influenced by the size of the business, importance of creativity and

innovation, education level and computer training of the business manager and partners.

The second component of the question concerned whether staff involved in CBP used computerized accounting systems (e.g., Pastel, etc.): 78% disagreed, and 22% agreed. A convincing majority of the respondents (81%) disagreed that they used spreadsheet packages (e.g., Excel, Word, etc.) and 19% agreed. Although two-thirds of the respondents have computerised accounting systems and spreadsheet packages, it is disappointing to note that the huge majority of staff do not make use of these. Artz et al. (2017) recommend the employment of suitable people with the appropriate education level to operate the system.

The questionnaire enquired if staff involved in CBP are adequately trained in using computerized accounting systems (e.g., Pastel, etc.). A majority of 80% disagreed, 15% strongly disagreed whilst only 5% agreed. In terms of whether staff involved in CBP are adequately trained in the use of spreadsheet packages (e.g., Excel, Word, etc.), 81% strongly disagreed, 17% disagreed, and only 4% agreed. The almost 100% respondent majority indicated that they were not adequately trained in the use of computerised accounting systems and spreadsheet packages. Additionally, the technical and computer skills required for the capital budgeting process are not available to the staff of the SMEs. The skill levels of the owners as well as the staff of SMEs are very low (Karadag, 2017).

5 CONCLUSION

This study showed that SMEs need specific abilities, specifically CBP, from their staff in order to survive in this contemporary era of competitiveness, coupled with the difficulties of globalisation and borderless marketplaces made possible by technology. The study's descriptive statistics detailed above revealed that a majority of staff are involved in capital budgeting participation (step 1 - Investment proposal; step 4 - Implementation; and step 5 - Review and Control) of CBP. These processes are being manually implemented and do not require critical thinking. It was also discovered that staff involvement was a bone of contention. The strong level of agreement indicates that staff were not involved but were willing to be involved in the CPB process.

It was also found that a significantly high level of combined disagreed responses revealed the non-existence of a stake in the process and any agreement reached before the CBP was completed. Duties and responsibilities are well communicated. The reason for this majority response is the fact that these processes are manual. Yet again, critical thinking is not required.

The notable high level of combined disagreed responses revealed an absence of accurate record-keeping in the CBP process. Respondents again revealed a significantly high level of combined disagreed responses on the absence of investigation and resolving variances. This would result in improved time management and less non-essential aspects of the business. As noted above, two-thirds of the respondents have computerised accounting systems and spreadsheet packages. However, staff do not make use of these resources. A further prominent factor is that staff were not adequately trained.

It is advised that staff participation of today's SMEs should lessen their reliance on manual procedures and embrace technology to improve CBP's performance, which will undoubtedly result in increased efficiency and effectiveness. The training needs of CBP are important for SMEs because it enables the business to have improved performance, skills and knowledge. It further builds staff abilities and confidence, which will support efficiency and productivity in the SMEs.

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