

## Original Research Article

### **Financial Management System of Small-Scale Agricultural**

#### **Industries: Basis for a Training Scheme**

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**Abstract:** The purpose of this study was to propose a training scheme based on the findings. This study aimed to evaluate the Financial Management System (FMS) of firms dealing with agricultural inputs. It was found from various literatures that the absence of a clear financial management system could lead to corruption, theft, fraud, data insecurity, and inability to monitor profit. In discussing these problems, this study considered accounting system, budget control, financial capability, and internal control which were moderated by firm age and size. The study employed quantitative, non-experimental, descriptive research design. There were 72 agricultural enterprises that participated in the study. Result reveals that the overall level of FMS among small scale agricultural industries is high. Further, there was a significant difference in the level of FMS among respondents when analyzed by firm size and age. A training scheme on budgetary control is designed because it registered the lowest measure among the indicators of FMS.

**Keywords:** business administration, financial management system, small-scale agricultural industries, descriptive, training scheme, Philippines

#### **Introduction**

In the financial services industry, data security is a significant problem of concern, with enormous potential liabilities. It therefore includes not only employees from information technology, but also personnel from risk management and compliance, as well as controllers. In addition, the problems concerned need to be acquainted to financial management experts in other sectors (Kolakowski, 2018). Fourie (2007) added that the lack of an obviously specified financial control system could lead to bribery, robbery and fraud in the institutions. Corporate finance management needs precise record-keeping. Management may not be able to lay the groundwork for long-term profit surveillance without right economic information (Codjia, 2017).

Financial management is one of the owners and company managers' most significant duties. They have to consider the prospective impact of their leadership choices on the company's earnings, cash flow and economic situation. The operations of every part of a company affect the economic performance of the company and the company proprietor must evaluate and control it (Bass, 2018). The primary reason why financial management systems are developed is to guarantee the business' long-term financial stability. All business is started with the goal of making profits and these profits make it possible for the business to meet day-to-day activities and make the business worthwhile at the same time. How the company's finances are managed determines the business' longevity and development. Financial management systems assist in one scheme to maintain track of all financial information. It is very important for all types of companies regardless of their size (Chauhan, 2018).

Small and medium-sized enterprises face several difficulties, while the issues of "bad economic leadership" are reported to be the main causes of company mistakes in SMEs (Karadag, 2015).

O'Farrell (2018) says that for tiny companies, big companies have the same alternatives. They appreciate a much higher range, though. Working capital management procedures, investment assessment, capital structure management, financial reporting and analysis and accounting information system are extremely implemented by medium-sized businesses compared to tiny businesses. Management of working capital and capital structure has a major effect on the performance of SMEs (Yogendrarajah, Suganya, & Kengatharan, 2017).

Thus, this study was conducted enable to evaluate the financial management system of small-scale agricultural industries and propose a training scheme based on the result. It provides knowledge to the owners of small-scale businesses concerning the importance of a financial management system, and awareness to the problems if it is ineffectively practiced. Agricultural supply was the subject of this study because it is observed that some researchers focused on non-agricultural firms or industries. Therefore, the researcher aims to explore if the above premises exist in the stated subject.

### **Research Questions**

This study aimed to evaluate the financial management system of small-scale agricultural industries as a basis in the formulation of a training scheme.

Specifically, this study is conducted to achieve the following;

1. To identify the profile of small-scale agricultural industries in terms of:
  - 1.1. firm size; and
  - 1.2. firm age.
2. To determine the financial management system of small-scale agricultural industries in terms of:

- 2.1. accounting system;
  - 2.2. budgetary controls;
  - 2.3. internal controls; and
  - 2.4. financial capability.
3. To ascertain the significant difference in the level of the financial management system of small-scale agricultural industries when analyzed by profile.
  4. To propose a financial management system training scheme based on the findings of the study.

## **Literature**

The presented write-ups were taken from various literature and studies related to the Financial Management System (FMS). Discussions were made on the accounting system, financial capability, budgetary control, and internal controls as a measure of FMS (Department of Health & Human Services, 2015). On the basis of literature, the accounting system guarantees that program expenses and expenditure are correctly recorded and documented; on economic capacity, it produces financial reports for assessment and decision-making; on budgetary control, it offers the general expenditure plan, both organizationally and within a specified time frame for particular operations; Finally, inner checks provide an autonomous and objective evaluation to determine the accuracy of the accounting records.

### **Financial Management System**

Financial management of an organization plays a critical role in a company's economic achievement. An organization should therefore regard financial management as a main element of the organization's overall management. Financial management involves the company's financial resources associated tactical and strategic objectives.

Some of the particular positions included in financial management schemes include accounting, accounts payable and receivable, possibilities for investment and risk (Bass, 2018). Good financial management, including the role of financial management in stabilizing, short-term solvency and reserves, financial risk management, capital spending and long-term planning, the development of a diverse financing base, the integration of excellent financial management into university culture, the relationship between financial planning and strategic planning, and financial accounting and control (Taylor, 2013).

On the other side, financial management is a leadership sub-set that focuses on financial data generation that can be used to enhance decision making. It involves accounting, a financial status tracking scheme, and financing internal control should be created to safeguard the assets of the organization. It involves measures to guarantee operational efficiency and effectiveness, compliance with all applicable legislation and accurate reporting of economic results (Finkler, Smith, Calabrese, & Purtell, 2016).

Financial management involves budgeting for expected profits and expenses, accounting for receipt and disbursement of funds once the budget has been approved to issue short and long-term debt to purchase machinery and build facilities, and auditing transactions for legal compliance and adherence to accounting principles after year-end. There have been various reforms that can be seen as a significant policy change in the way government units perform their tasks of financial management. This shift has led to the conversion of the entire financial management of the public sector in some nations (Visser & Erasmus, 2002). In Small Medium Enterprises (SME), if it can not plan a suitable strategy to handle its working capital efficiently, a company will never see the lengthy term. Generally speaking, owner-managers ' bad economic management is the primary cause that underlies SMEs issues.

As far as financial management principles are concerned, money is the king, not profit. Cash flows will therefore be the instrument for evaluating wealth or value, not profit

from accounting. Successful companies may be those producing greater earnings, but measuring wealth is not suitable. Looking at this distinct view, investment in new projects needs the business to spend money, so it makes sense to use the same unit of measurement, money, to assess future advantages and expenses. Financial management should look at the time value of cash because today's earning interest is better than a year from now (Petty et al., 2015). Salikin, Ab Wahab and Muhammad (2014) discovered capital to be the main strengths and weaknesses of SMEs. It runs the company without any internal resources (loan) that reduce the business' economic danger. It will be simpler for executives to make company choices without any constraints, as the fund supplier does not set any limitations. The research also disclosed that capital insufficiency is the key issue for SMEs that could be caused by difficulties in obtaining external funds.

The importance of effective financial management for SMEs cannot be underestimated, particularly in the fields of cash flow and working capital. Many young companies suffer during their start-up stage from a shortage of working capital and bad cash flow, and increasing companies have a strong demand for working capital. A research sector that deserves more attention is the study of financial management and how it affects the survival and development of SMEs (Mazzarol, 2014). Abanis, Sunday, Burani and Eliabu (2013) disclosed that SMEs have a low level of financial management. It also indicated that management prefers to choose internal financing before external financing; in this research, the aspects of SMEs using internally produced resources as opposed to borrowed funds have been demonstrated.

In addition, Bozkurt, Islamoglu, and Oz (2013) indicated that one of the ultimate objectives of the organizations working on the transparency and standardization of financial statements and the publishing of norms relating to the accounting and auditing profession was to bring into practice a standardized worldwide set of norms that would be relevant to finance. They added that it was determined that those

interested in accounting and auditing see substantial benefits in applying International Financial Reporting Standards (IFRS). Accountants and auditors believe that when IFRS is implemented, the economic statements' comprehensibility and reliability will boost, while accounting fraud will reduce. Fatoki (2012) discovered that the majority of fresh micro-enterprises are not engaged in economic planning and control, economic analysis and investment assessment. For accounting data, most fresh micro-enterprises keep certain accounting books, such as sales books and buying books, but do not maintain other books, such as drawing books, suggesting a blended outcome.

It has been determined in the research of Terzi, Oktem, and Sen (2013) that the financial statements prepared local generally accepted accounting principles (GAAP) and IFRS have been statistically distinct. The financial statements recognized significant variations in inventories, fixed assets, long-term liability and equity accounts of stockholders. Furthermore, present ratios, receivables turnover ratios, asset turnover ratios based on IFRS financial statements have been statistically and considerably differentiated from the specified ratios of local GAAP accounts. Depending on the market value under local GAAP and IFRS, they were unable to observe statistically important variations in the assessment of book value / market value ratio. In subsector assessment, however, they recognized that the shift to IFRS had influenced some subsector groups.

In the research of Phan, Mascitelli, and Barut (2014), Vietnamese accountants' view of the benefits, disadvantages, future expenses and difficulties of adopting IFRS in Vietnam will play an important part in their adaptation. The Vietnam Ministry of Finance (MoF) recently announced its intention to revise existing Vietnamese accounting standards (VAS) to align with existing IFRS. The MoF has not yet determined whether VAS should be fully adopted, converged or maintained as it is. Additionally, Vietnamese accounting community's perceptions, concerns fears and expectations and, in turn, assists Vietnamese accounting standards setters in making

positive accounting decisions that affect accounting procedures (Phan, Mascitelli, & Barut, 2014). They added that Vietnamese accounting experts are optimistic about the prospective advantages of adopting IFRS and specify anticipated expenses and difficulties in applying IFRS and propose powerful assistance in a gradual transition from VAS to IFRS, although the amount of assistance differs among the three distinct accountant organizations.

Furthermore, the research by Fullerton, Kennedy, and Widener (2013) discovered that there was a direct beneficial connection between the extent of a lean manufacturing execution and a streamlined strategic reporting scheme, value stream costing, data on visual performance measurement, and empowerment of staff. They also discovered a direct adverse relationship with inventory tracking; however, in the presence of powerful management assistance, the level of top management assistance for change in manufacturing policies was dependent on companies decreasing dependence on inventory tracking. Their research found that, as demonstrated by the many direct connections among the five management accounting and control methods, management accounting and control methods function together as a package in a lean manufacturing setting.

The first indicator of FMS is the accounting system. In the accounting system, identifying the most common and vital aspects of an organizational structure for the correct functioning of a management accounting scheme enables the inner reporting scheme to be tailored to that framework or the suggestion of a more suitable organizational framework (Drury, 2013). In the study of Bass (2018) found that when setting up any financial management scheme, a company requires determining whether the system will be managed internally or whether it will be using an external entity. All economic data about the organization should be measured, identified, recorded and communicated by any accounting system.

The use of management accounting in small and medium-sized enterprises is not only smaller but also distinct than in bigger organizations. The organization of management accounting in SMEs is significantly influenced by environmental, staff and organizational factors, and SME performance in general benefits from proper accounting management (Lavia López & Hiebl, 2014). In ensuring adequate financial management in SMEs, the significance of keeping adequate accounting books and sound accounting methods has been emphasized. However, most SMEs do not keep full accounting records because they believe there is no need to keep accounting records and expose their economic situation (Amoako, 2013).

There is also a powerful beneficial connection between maintaining accounting records and small-scale business performance. Keeping accounting records is crucial for making decisions that invariably affect tiny business efficiency (Abdul-Rahamon & Adejare, 2014). In addition, good bookkeeping is the basis for an efficient accounting system. A bookkeeper receives the accountant with full and precise economic data. While the accounting system looks at the organization's general economic image, bookkeeping deals with day-to-day particular operations (Bass, 2018).

Because accounting is a technical topic, no modifications are initiated by public legislatures. Nonetheless, the legislature should review substantive modifications in the public accounting scheme and include general accounting principles in a legislation that promotes legislative supervision. In particular bank accounts, accounting should be intended to record all transactions and capture appropriate data regardless of cash flows. A comprehensive government accounting system comprises of a budget accounting subsystem to monitor revenue collection and use budgetary funds at different phases of the expenditure process, such as the financial accounting subsystem (Allen, Hemming, & Potter, 2013).

Financial Accounting is an ordered process for collecting and compiling data on company specifics and the use of owner's capital distribution. It is the foundation for

financial reporting and explains the economic state, opportunities for investment, solvency, and creditworthiness of the company (Dudin, Prokofev, Fedorova, Frygin, & Kucuri, 2015). Most MSMEs in the Philippines are either highly skilled or knowledgeable about accounting principles and ideas. Common accounting practices used by MSMEs are reflected in their assessment of bad debt, technique of depreciation used, estimation of net receivables, company records used and techniques of payment. MSMEs exercise fundamental accounting controls, but not frequently used it (Ibarra & Velasco, 2015).

Locally, there are important variations in understanding of accounting principles, accounting procedures and controls between MSMEs in Metro Manila and Quezon Province (Ibarra & Velasco, 2015). In terms of the effect of data technology on the accounting system, Lim (2013) researched that accounting is a critical factor for the company; having the touch of IT can improve computation efficiency and accuracy as well as improve its ability to alter and secure data storage. However, in terms of accounting conservatism, it only decreases debt costs in nations where accounting-based covenants are commonly used, in line with the argument that conditional conservatism improves debt contract effectiveness by accelerating violations of the covenant (Li, 2015).

The second indicator of FMS is budgetary control. According to Corbacho and Ter-Minassian (2013), well-implemented fiscal guidelines in budgetary control can assist decrease in the time inconsistency of budgetary measures, reinforce and promote the legitimacy of government engagement to fiscal sustainability. The budget today defines a wider significance and has been described in different ways. A budget has simply been described as a declaration of projected income from the state and suggested spending for the year (Visser & Erasmus, 2002). A budget is therefore a plan dealing with future distribution and use of future funds. In other words, by enhancing access to

budget information, the budget system is a framework and platform to enhance the efficiency and effectiveness of financial planning.

Managers should be advised and be able to comprehend the control of the budget.

According to Drury (2013), however, executives did not appreciate the data provided by the price and standard output conditions of the accountant. He added that executives should also be efficiently trained on budgetary control as vast numbers of them blamed infrequent private contact for failure to appreciate price data, and it was argued that if they became more engaged with the procedure, accountants would significantly boost their efficiency.

In addition, Anessi-Pessina, Barbera, Sicilia, and Steccolini (2016) argued that public budgeting resides at the junctions between distinct fields and professions, but the current literature mainly ignored this multifacetedness. The traditionally used fundamental budget classification scheme comprises of administrative classification, object classification, and a funding source classification in nations receiving significant aid flows. Such a scheme of budget classification is always necessary for control of the budget. All expenses and profits should be categorized for budget control and financial reporting on the basis of the same classification system at least for the primary products of this process. The financial reports of the government should strengthen with their periodic activities the operations of independent resources and organizations (Allen et al., 2013).

With regard to the significance of budgeting, it reflects the greater level of business development and enables for concentrating on long-term outcomes, efficient use of economic resources, overseeing company operations, helping to make sound and timely management choices. Budgeting contributes to the organization's efficient cost management and economic results, allowing the comparison of all anticipated expenses and desired profits for the coming era (Klychova, Faskhutdinova, & Sadrieva, 2014).

The research Warue and Wanjira (2013) discovered proof in evaluating the budgeting

process of SMEs that company size was negative and substantially linked to budgeting. In addition, a favorable and substantial correlation was verified between ownership structure and budgeting. The research discovered proof that managers' abilities and authority were positive and linked to budgeting considerably. Finally, the variable activities of the computerized accounting system was discovered to be negative and linked considerably to the budgeting process. An important connection between accounting system computerization and budgeting shows that efficient budgeting can be achieved by applying efficient information technology in small and medium-sized enterprises.

Standard Business Intelligence (BI) software can allow even small and medium-sized enterprises (SMEs) to boost it in order to enhance budgeting effectiveness. It makes a number of contributions to the current budgeting theory and BI for SMEs. Thus, accessible, conventional BI-solutions can tackle these issues and significantly enhance the process of budgeting within short time frames (Lueg & Lu, 2013). In Iraq, the use of the Accounting Information System (AIS) affects efficiency in SMEs. Accounting data such as reliability, significance and timeliness affected by AIS has important impacts on the use of results by AIS and SMEs (Harash, Al-Timimi & Radhi, 2014).

In the Philippines, businesses need more assistance from accountants as their company partner. Small businesses gained greater appreciation for using a declaration of cash flow analysis and working budgets while economic budgets, capital budgeting choices, customer relationship management and operating budgets were the most helpful instruments for medium-sized businesses. Because of the nature and complexity of their activities, it was suitable for medium companies to use more instruments. The suitability of accounting data for management relies on the organization's resources, working activities, policies and size (Legaspi, 2018).

The third indicator of FMS is internal controls. Budget overruns can also be minimized in domestic checks by formulating and regularly updating prudent and control and

sound engagement plans in cooperation with spending ministries and improving the system of accounting, reporting and internal control. If recourse usage increases or changes, the government should evaluate a variety of actions and undertake budget implementation review. These activities should include seeking extra funding without undermining the sustainability of the economic situation of the government, decreasing or reallocating some allocations to the budget (Cangiano, Curristine, & Lazare, 2013). As part of the control, surveillance of public sector financial management is essential not only to directly affect the effective and economical use of government funds, but it also has a significant impact on establishing a sustainable culture for better use of government funds (Lusha, Mziu, & Brahimi, 2015). On the other hand, there is no control established by any organization that operators cannot circumvent. Even the citizen is circumventing the law created by a nation, as the lawmakers are planning to carry out the law; the fraudsters are also busy searching for loopholes to counter it (Tunji, 2013).

A study of Skaife, Veenman, and Wangerin (2013) discovered that insider trading is more lucrative in the presence of inadequate internal control, incremental trading profitability decreases after weaknesses are remedied, insider sales profitability is higher for executives recognized as lacking integrity, and the research highlighted fresh market implications of ineffective internal control and weak top tone. Consequently, institutional controls also have intrinsic constraints, some of which are capable of circumventing controls either carried out or by collusion with outside and within the organization, abuse of accountability, fraud, control override and changes in the setting, making controls insufficient. It controls human cleverness or ingenuity, potential human errors triggered by workload stress, alcohol, carelessness, diversion, misjudgment and misunderstanding of orders, inner controls tend to focus on routine operations, single or uncommon transactions tend not to be subject to internal control, bad remuneration and poor working conditions (Tunji, 2013).

It was disclosed in the research of Nyakundi, Nyamita, and Tinega (2014) that a substantial shift in economic performance is associated with internal control mechanisms. Internal control systems have a significant impact on Small and Medium Enterprises' economic results. In addition, private values and beliefs were the most significant incentive in this research for executives to engage with environmental and climate change problems. An internal control locus was displayed by environmentally committed executives (Brunswick & Vanhaverbeke, 2015).

A research also disclosed that there was an important beneficial connection between the extent to which inner checks were implemented and the involvement of employees in tiny organizations. Security and compliance solutions appropriate for big firms are often inappropriate in terms of problems for tiny firms (Mutnuru, 2016). Furthermore, SMMEs have a range of inner controls as prescribed by official internal control frameworks, but their sustainability assistance was quite restricted in terms of SMMEs (Siwangaza, Smit, Bruwer, & Ukpere, 2014). In Zimbabwe, in terms of the control environment, control procedures and tracking controls, the internal control system has general noise. It was discovered that the human resource element of internal control was incoherently applied from organization to organization. Most participants from NGOs stated that their organizations operated under well-established boards, skilled and experienced management. The element of internal control of human resources among NGOs needs further research or research in the future (Bongani, 2013).

Study of Badara and Saidin (2013) found that efficient inner control scheme can affect the efficiency of local inner auditors. Another research disclosed the audit quality consequences as auditors need to obtain a better knowledge of how actual activity manipulation affects the company's operations (Lenard, Petruska, Alam, & Yu, 2016).

Additionally, public administration governance has become a worldwide problem as a consequence of a constant stream of mistakes in governance, fraud, inefficiency, corruption, and bad internal control and financial management. Public industries

around the world are now under pressure to justify the sources and use of government funds and to improve their service output (Aziz, Ab Rahman, Alam, & Said, 2015).

The fourth indicator of FMS is financial capability. In financial capability, many professional organizations are involved in economic capacity work. These include social workers, experts in family and consumer matters, economic counselors, loan counselors, economic planners, accountants, attorneys and bankers, as well as economists, policymakers, and scientists. Some provide family services, while others engage in policy studies and reform work. Financial capacity building in the United States has acquired fresh urgency in the face of continuous economic downturn, rising inequality, and increasing daily affairs funding. In shaping their financial world and economic well-being, ordinary people are anticipated to have a higher voice and play a higher role. It also has to do with the impact of economic expertise on college-related economic choices, moderated by institutional characteristics such as incentives, data, and access (Huang, Nam, & Sherraden, 2013).

Besides, Nelson, Smith, Shelton, and Richards (2015) said there are three economic treatment interventions. First, the Financial Genogram identifies problems of the family of origin that may influence economic behavior; second, when emotional stress happens in the collection and review of economic papers, the Financial Landscape intervention is used; and third, the Financial Mirror broadens clients' perspectives of their financial behaviors. With regard to the preparing of financial statements for decision-making, Van Auken, and Carraher (2013) suggested that the frequency of preparing of financial statements was directly related to whether the financial statements were used for decision-making and inversely related to the confidence of managers in the accuracy of their financial statements.

Furthermore, the findings showed that the frequency of preparing of financial statements was directly related to the gender and size of the society in which the company was situated. In addition, Tang, Hess, Valacich, and Sweeney (2013) theorized

that interactivity and visualization are provided separately, decision-makers are less calibrated, but decision-makers are more calibrated when both characteristics are provided.

As far as credit lines are concerned, loans improve the jobs of companies, input purchases, investment and production for tiny companies, while big companies experience rises in variable outputs, but not on investment. While both short-term and long-term loans have beneficial effects on production, demand for inputs and jobs, only long-term loans boost investment. Moreover, short-term loans have a greater effect on demand for inputs than long-term loans (Eslava, Maffioli, & Meléndez, 2014).

Haltenhof, Lee, and Stebunovs (2014), however, discovered that access to bank loans by households is more important than strong access to bank loans for jobs. Also, the latest financial crisis, tightening access to business and industrial loans, and in specific consumer installment loans, may have considerably led to the fall in manufacturing jobs.

Another research showed that credit conditions and customer assessment have a favorable and substantial effect on credit performance, while collection policy and credit risk control have a favorable but negligible effect on credit performance (Ahmed & Malik, 2015). Size, age, percentage of exported revenues and membership of the business group do not affect the inclination to see access to finance as a barrier. Audited companies are less likely to see access to finance as a barrier to their activities. This tendency reduces as the proportion of sales exported increases. Companies that have recently applied for credit have a reduced tendency to see access to finance as a barrier. This trend is reinforced by a percentage increase in export revenues (Ipek Erdogan, 2015).

Recent proof indicates the significance of tiny and medium-sized businesses (SMEs) in country-wide employment. SMEs are generating the latest employment in relation to employing the biggest amount of individuals in aggregate. But in day-to-day activities,

SMEs also face many difficulties and develop. This note is a report back on the loan gap status for MSMEs with this fresh and updated information while giving extra focus on the developing world's large informal enterprise industry. This study also examines numerous operational difficulties faced by tiny and informal companies and some formalization barriers that are often cited as the main reasons why they do not register their company (Kleih et al., 2013).

Empirically, Harvie, Narjoko and Oum (2013) confirmed that the outstanding features of successful SMEs in terms of access to external financing, their capacity to access various financial institutions and kinds of financing, and the identification of prospective credit rationing or risk premiums imposed on SMEs by financial institutions. Their research also showed how risk premiums influence SMEs' ability to innovate and export. On the other side, bank loans, especially through term loans, are one of the main sources of external funding for tiny companies, particularly main street firms — and are essential to helping tiny companies retain cash flow, employ new staff, buy new stock or machinery, and develop their company. Structural obstacles also appear to impede tiny company lending, including banking sector consolidation, high search costs and greater transaction expenses connected with tiny company lending (Mills & McCarthy, 2014).

Thus, for financially "fragile" SMEs that were less liquid, extremely dependent on short-term bank financing, and with higher concentrations of intangible assets when they entered the crisis, the comparative significance of trade credit improved. As regards the redistribution impact, financially stronger companies expanded comparatively more commercial credit to financially vulnerable SMEs following the financial crisis. Furthermore, the assessment shows that the economic situation of SMEs entering the crisis was more crucial in determining the effect of the financial crisis on the use of commercial credit than the era and size of the business (McGuinness & Hogan, 2016).

After reviewing, studies and theories, related literature, it is found that excellent financial management system adds to company achievement as it produces economic data as the basis for decision-making and works for transparency and financial statements standardization. It measures, identifies and communicates economic data in the company accounting system, and offers particular transactions for economic report accuracy. Budget control enhances economic planning's efficiency and effectiveness for long-term company growth. By updating and formulating periodic meetings, internal checks minimize budget overruns. It may look like the system's fraudsters and mistakes. Financial capacity supports company operations by loan lines and linkages are established. It can maximize decision-makers' awareness of company progress.

### **Theoretical Lens**

This study is anchored in Gawali and Gadekar's (2017) proposal that accounting and monetary expertise, financial statements interpretation skills, owners-managers attitudes and their level of engagement in economic elements of the company are the factors for Micro Small Medium Enterprises' achievement or failure.

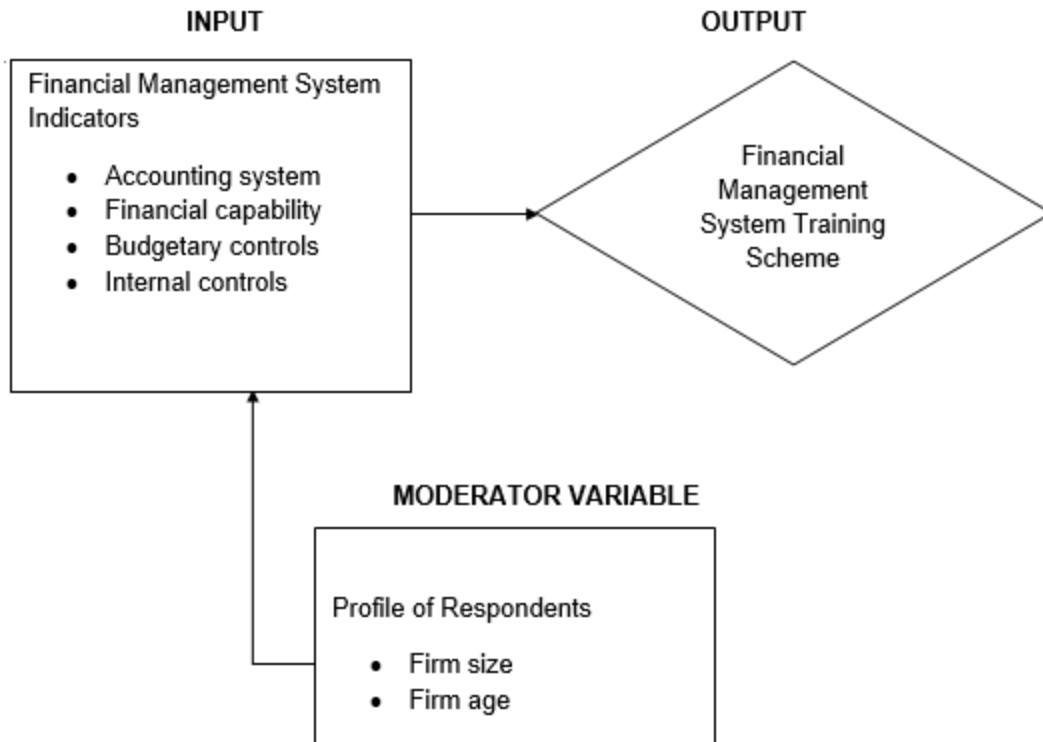
This research is also based on Gallardo Jr. and Ferrer's (2017) proposal that cash management procedures have an important beneficial connection with multiple staff, owner / manager's level of education, and financial literacy. Both receivable management accounts and inventory management have been discovered to have an important beneficial connection with multiple staff and owner / manager education level. It was also disclosed that in terms of location and asset size there were important variations in financial management.

Another support proposition to the study is the findings of Ali, Omar, Nasir, and Osman (2018) that entrepreneurs should give time and energy to understand and possess the economic

abilities. Among the factors selected, budget control appears to be the primary factor in which entrepreneurs wished to be expert, as the firm's survival will be determined by a right budget. Finally, this research also supports Chandra's hypothesis (2011) that the financial system performs an interrelated role such as payment system, pooling of funds, resource transfer, and risk management, cost data for decentralized decision-making, and handling organizational incentive issues.

Shown in Figure 1 is the conceptual framework of the study. Financial Management System is the input of the study with four indicators *accounting system*, *financial capability*, *budgetary controls*, and *internal controls* (Department of Health & Human Services, 2015).

*Accounting system* relates to a structured collection of manual and computerized techniques, processes, and controls for collecting, recording, classifying, analyzing, summarizing, interpreting, and presenting precise and timely



**Figure 1. Conceptual Framework of the Study**

economic information for management choices. *Financial capability* is the mixture of attitude, understanding, abilities and self-efficacy required to create and practice cash management choices that best suit the conditions of one's life in an enabling setting that involves, but is not restricted to, access to suitable economic services. *Budgetary control* is a management control scheme that compares real revenue and expenditure with scheduled revenue and expenditure so you can see if plans are being followed and if those plans need to be altered to create a profit. *Internal controls* are a company's ways of ensuring the integrity of economic and accounting data, meeting operational and profitability goals, and transmitting management policies across the organization.

The moderator variables of this study are the firm size which refers to the number of workers, and firm age which refers to years in operation. This study will propose, as output, a financial management system training scheme based on the result thereon.

## **Method**

### **Research Design**

This study used descriptive research design that is quantitative, non-experimental. Non-experimental study design describes current phenomena without manipulating circumstances that influence the reactions of topics and an independent variable is not manipulated. It is one of the wide classifications of study models in which the investigator naturally observes the phenomena and no internal factors are inserted. It is a research design that does not intentionally manipulate variables and does not control environment (Radhakrishnan, 2013). In addition, the predominant type of research design used in the social sciences is non-experimental study (Reio, 2016). Thus, by using the above research design, the researcher can evaluate the differences of the phenomenon when analyzed by a moderator variable and be able to use the study findings to generate an output which is a proposal on financial management financial system training scheme.

### **Research Instrument**

A modified survey questionnaire was used in gathering data. It was adapted from Department of Health and Human Services (2015), with the original title Evaluation on Financial Management System. Respondents will answer the questionnaire with ratings from 1-5 following the likert type format. The adapted questionnaire was validated by internal and external validators to ensure adequacy and appropriateness of content.

Chart 1 : The basis for interpreting the responses of the participants is presented below:

Range of Means	Descriptive Level	Interpretation
4.20-5.00	Very High	This means that the item statement on financial management system is always manifested in the department.
3.40-4.19	High	This means that the item statement on financial management system is oftentimes manifested in the department.
2.60-3.39	Moderate	This means that the item statement on financial management system is sometimes manifested in the department.
1.80-2.59	Low	This means that the item statement on financial management system is rarely manifested in the department.
1.00-1.79	Very Low	This means that the item statement on financial management system is never manifested in the department.

The questionnaire was validated on its clarity of directions and items, presentation and organization of statements, suitability of items, adequateness of items per category or indicator, attainment of purpose, objectivity, and evaluation scale. The instrument had a very good (3.97) validity score. The questionnaire also went through Cronbach's alpha test for reliability. The coefficient of the test was 0.762 interpreted as reliable and satisfactory.

### **Research Participants**

There were 75 respondents based on the record provided by the Business Permits and Licensing Office of Digos City. However, during the actual survey, 3 of the registered firms were already dissolved. Thus, there were 72 respondents only for this study from 72 small-scale agricultural enterprises in Digos City.

### Scope and Limitations

The selected sample was based on knowledge of the research problem to allow selection of appropriate persons for inclusion in the sample. Generally, employees of the firms who are not performing financial-related transactions such as laborers, janitors, and others are excluded from this study.

## Results and Discussion

### Respondents' Profile

Shown in Table 1 is the profile of respondents. It is categorized into two groups, the *firm size* (based on a number of employees) and *firm age* (based on a number of years in operation). In terms of *firm size*, majority of the respondents or firms had 10 above employees (88.89%), followed by 6-10 employees (8.33%), then

Table 1  
*Profile of Respondents*

Indicator	F	%
<i>Firm Size (Based on number of employees)</i>		
1-5	2	2.78%
6-10	6	8.33%
10 above	64	88.89%
<i>Firm Age (Based on number of years in operation)</i>		
1-5	16	22.22%

6-10	11	15.28%
10 above	45	62.50%

1-5 employees (2.78%). Regarding the *firm age*, majority of the firms operated above 10 years (62.50%), 15.28% had operated between 6-10 years, and lastly 22.22% of the respondents operated 1-5 years. It is observed that the respondents of this study had more than 10 employees and operated more than 10 years.

### Financial Management System

Presented in Table 2 is the level of financial management system of small-scale agricultural industries. Among four indicators, only *budgetary controls* scored low (2.02) with standard deviation (SD) of 1.27. *Financial capability* and *internal controls* were rated high with 3.94 and 4.15 mean, respectively. *Accounting system* rated very high (4.36) with SD of .52. Result showed that *accounting system* rated manifested at all times while *budgetary control* is observed rarely. Generally, the financial management system among small scale agricultural industries is high (3.62) or manifested most of the time.

Table 2  
*Level of Financial Management System of Small-Scale Agricultural Industries*

Indicator	SD	Mean	Descriptive Level
<i>Accounting System</i>	0.52	4.36	Very High
<i>Financial Capability</i>	0.57	3.94	High
<i>Budgetary Control</i>	1.27	2.02	Low
<i>Internal Controls</i>	0.69	4.15	High
<b>Overall</b>	<b>0.43</b>	<b>3.62</b>	<b>High</b>

### Significant Difference on the Level of Financial Management System when Analyzed by Profile

Presented in Table 3.1 is the significance on the difference on the level of financial management system of small-scale agricultural industries when analyzed by firm size. The organization with 1-5 employees manifested a high level of financial management system with 3.57 overall mean. Individually through, the *budgetary control* registered low level while the *accounting system* posted at very high level (mean = 4.40), the *financial capability* (mean = 3.88) and *internal control* (mean = 4.12) are at high level. Those firms with 6-10 employees manifested a high level financial management system (mean = 4.12). It was noticed that individually, *financial capability* (mean = 4.58) showed a very high level; *accounting system* (mean = 4.06) is at high level; *budgetary control* (mean = 3.67) is at high level; and lastly *internal control* (mean = 4.17) at high level as well. Those organizations with 10 above employees showed a high level of financial management system with an overall mean of 3.69. *Financial capability* (mean = 4.25) and *internal controls* (mean = 5.0) at very high level of manifestation. This followed by *accounting system* which is at high level (mean = 4.0). The *budgetary control* however registered at very low level (mean = 1.50).

Table 3.1  
Significance on the Difference on the Level of Financial Management System of Small-Scale Agricultural Industries when analyzed by Firm Size

Factor	Firm Size			Total Mean	F	Sig	Decision on H <sub>0</sub>
	1-5 (A)	6-10 (B)	Above 10 (C)				
	Mean	Mean	Mean				
Accounting System	4.40	4.06	4.00	4.36	1.680	.194	Accept

Financial Capability	3.88	4.58	4.25	3.94	5.122	.008	Reject
Budgetary Controls	1.88	3.67	1.50	2.02	6.494	.003	Reject
Internal Controls	4.12	4.17	5.00	4.15	1.588	.212	Accept
<b>Overall</b>	<b>3.57</b>	<b>4.12</b>	<b>3.69</b>	<b>3.62</b>	<b>5.043</b>	<b>.009</b>	<b>Reject</b>

Overall, with p-value of less than .05, the result showed that there is no significant difference in the level of FMS when analyzed by firm size. Among groups, groups A and B posted statistical differences in financial capability and budgetary controls with p-value of 0.008 and 0.003 respectively, thus, rejecting the null hypothesis. Other indicators like *accounting system* and *internal control* showed no statistical significance, hence, the null hypothesis is not rejected.

Presented in Table 3.2 is the significance on the difference on the level of financial management system of small-scale agricultural industries when analyzed by firm age. Overall, the level of FMS for group A (1-5 years) is high (mean = 3.52). Individually, *accounting system* is at very high level (mean = 4.41); the *financial capability* and *internal control* are at high level with means of 3.93 and 4.02 respectively. Meanwhile, *budgetary control* is at very low level (mean = 1.70). In group B (6-10 years), the overall level is high (mean = 3.60). Individually, *accounting system* is at very high level (mean = 4.33); the *financial capability* and *internal control*

Table 3.2

*Significance on the Difference on the Level of Financial Management System of Small-Scale Agricultural Industries when analyzed by Firm Age*

Factor	Firm Age			Total	F	Sig.	Decision on H <sub>0</sub>
	1-5 (A)	6-10 (B)	Above 10 (C)				
	Mean	Mean	Mean	Mean			
Accounting System	4.41	4.33	4.21	4.36	.936	.397	Accept

Financial Capability	3.93	3.59	4.22	3.94	4.41 <sub>5</sub>	.016	Reject
Budgetary Controls	1.70	2.45	2.63	2.02	4.27 <sub>6</sub>	.018	Reject
Internal Controls	4.02	4.00	4.60	4.15	4.94 <sub>3</sub>	.010	Reject
<b>Overall</b>	<b>3.52</b>	<b>3.60</b>	<b>3.92</b>	<b>3.62</b>	<b>5.75<sub>3</sub></b>	<b>.005</b>	<b>Reject</b>

are at high level with means of 3.59 and 4.0, respectively.

Meanwhile, *budgetary control* is at low level (mean = 2.45). For group C with 10 above employees the overall level is high (mean = 3.62). Individually, accounting is at very high (4.21); the financial capability and internal control are at very high levels as well with means of 4.22 and 4.60 respectively. Only budgetary control registered as moderate level with 2.63 mean score.

Overall, with p-value of less than .05, the result revealed that there is no significant difference in the level of FMS among small-scale agricultural industries when analyzed by firm age. Among the groups, groups B and C, and A and C posted significant differences in terms of financial capability (B and C) and budgetary control and internal control (A and C).

In this study FMS is indicated by four measures, namely: accounting system, financial capability, budget control, and internal control with two moderating variables are the firm size (number of employees) and firm age (number of years in operation). In terms of firm size, majority of the respondents or firms had 10 above employees and are in operation more than 10 years already.

As with the level of financial management system, only budgetary control scored low, while accounting system is very high. It shows that accounting system is manifested at all times while

budgetary control is rarely observed. In details, the financial management system of small-scale agricultural industries in terms of accounting system is manifested at all times. Among the items, maintaining chart of accounts posted the lowest mean while accounting of employees' time and efforts as the highest. To support this outcome, studies have shown accounting system as an instrument for measuring, identifying, recording, and communicating all of the organization's economic data. Good bookkeeping is the basis for an efficient accounting system. A bookkeeper will provide the accountant with full and precise economic data. While the accounting system looks at the organization's general economic image, bookkeeping deals with day-to-day particular operations (Bass, 2018). It demonstrates that this proposition is being practiced by small-scale agricultural sectors because all products in the company have always been manifested. This outcome is linked to Finkler's et al. (2016) suggestion that excellent financial management scheme involves accounting, a financial status tracking system, and finance.

Similarly, the level of Financial Management System of Small-Scale Agricultural Industries in terms of financial capability is very high. The result showed that the organization observes establishing credit lines, and preparing financial statements annually. Generally, the financial management system of the organization in terms of financial capability is high which implies that it is manifested most of the time. Studies support this outcome by saying that credit line establishment improves the jobs of companies, input purchases, investment, and outputs. In the meantime, the experience of big companies improves in variable inputs, but not on investment. In addition, short-term loans have a greater effect on demand for inputs than long-term loans

(Eslava et al., 2014). Haltenhof, Lee, and Stebunovs (2014), however, discovered that access to bank loans by families is more important than the company's access to bank loans for jobs.

In addition, bank loans, especially through term loans, are one of the main sources of external funding for small businesses — especially main street firms — and are essential to assisting tiny businesses retain cash flow, employ fresh staff, buy new stock or machinery, and develop their company. Structural obstacles also appear to hinder bank loans to small companies (Mills & McCarthy, 2014). According to the research by McGuinness and Hogan (2016), the comparative significance of trade credit improved for less liquid financially "risky" SMEs, extremely dependent on short-term bank financing, and higher concentrations of intangible property when entering the crisis. With regard to a redistribution impact, financially stronger companies in the wake of the financial crisis expanded comparatively more commercial credit to financially vulnerable SMEs. Furthermore, the assessment shows that the economic situation of SMEs entering the crisis was more crucial in determining the effect of the financial crisis on the use of commercial credit than the era and size features of the business.

On one hand, the level of Financial Management System of Small-Scale Agricultural Industries in terms of budgetary controls was low. It signifies poor manifestation in comparing cost between budgets and actual. As far as budget control is concerned, which is dealing with future distribution and use of future funds, expenditure and actual rarely monitored or tracked, which is one of the most efficient and effective ways to improve financial planning. This outcome did not favor the Visser and Erasmus platform (2002) which indicated that the budget scheme is a framework and platform for enhancing financial planning efficiency and effectiveness by enhancing access to budget information.

Effective internal control, which means that accounting entries are secured at all times by supporting suitable records such as purchase orders and vouchers and separating accountability for receiving, paying and recording money. Most of the time, however, the organizations have no other means of internal control to ensure that they are adequate. This outcome is in line with the research of Finkler et.al (2016) which showed that inner control should be developed by defending organizational assets. In general, the respondents' inner control is high. This outcome replied to Cangiano, Curristine and Lazare's proposal (2013) that budget overruns can also be minimized by formulating and regularly updating prudent and control and sound engagement plans and enhancing the scheme of accounting, reporting and internal control.

It also shows that the internal control of the company is crucial for proper financial reporting and control of bribery, robbery and fraud. Fourie's research (2007) also agreed that the lack of a obviously specified financial control system could lead to institutional bribery, robbery and fraud. Finally, it endorsed the survey by Codjia (2017), which emphasized that the management of corporate finances involves precise record keeping. Management may not be able to lay the groundwork for long-term profit surveillance without right economic information.

Generally, financial management system among small scale agricultural industries is high, meaning manifested most the time. It means that organizations regard financial management as a main element of the organization's overall management, including tactical and strategic objectives linked to the business' financial resources, specifically accounting, accounting, accounts payable and receivable, investment possibilities and risk (Bass, 2018). Other studies also support the outcome of the agricultural firm's accounting system, emphasizing the

significance of keeping adequate accounting books and sound accounting methods in ensuring adequate financial management in SMEs. However, most SMEs do not keep full accounting records because they believe there is no need to keep accounting records and expose their economic situation (Amoako, 2013). There is also a powerful beneficial connection between maintaining accounting records and small-scale enterprise performance. Keeping accounting records is crucial for decision-making that constantly impacts small-scale business performance (Abdul-Rahamon, & Adejare, 2014).

The significance on the difference on the level of financial management system of small-scale agricultural industries when analyzed by firm size, the organization with 1-5 employees is manifesting financial management system most of the time. But the budgetary control is manifested rarely. Those firms with 6-10 employees also manifested financial management system most of the time. It is noticed that all factors, except financial capability showing all the time manifestation, are manifested most of the time led by internal control. Those organization with 10 above employees manifested financial management system most of the time headed by financial capability and internal controls are manifested all the time while budgetary controls showed poor manifestation.

Among the factors, groups A and B showed differences in financial capability and budgetary controls, while other factors such as accounting system and internal control registered significant difference between the groups. It implies that the stated factors are manifested within the organization regardless of employees' numbers. Thus, the null hypothesis for these groups are accepted. Generally, groups A and B depicted significant differences in manifesting financial management system.

The significance on the difference on the level of financial management system of small-scale agricultural industries when analyzed by firm age, in group A (1-5 years), accounting system is manifested all the time while budgetary controls is never manifested. In group B (6-10 years), accounting system is manifested all the time, and there is rare manifestation of internal control. In the last group, with 10 above employees, accounting system, financial capability, and internal controls are manifested all the time, while budgetary control is manifested sometimes in the organization. Regarding differences, all groups registered no differences in accounting system. However in financial capability, groups B and C posted differences with significance value of 0.016, resulting to the rejection of null hypothesis. Group A and C also showed significant difference in budgetary control and internal controls.

Generally, groups A and C posted significant difference in financial management system.

Generally, the financial management system is expressed most of the moment when evaluated by firm era and is gradually observed from year 1 to 10 above. This demonstrates that financial management procedures among small and medium-sized enterprises can be used by multiple organizations to provide technical assistance to continually assist small and medium-sized enterprises improve their activities and general efficiency.

The result in firm age implies that if the organization just started the operation, accounting system is observed all the time but it declines when reaching 6-10 years in operation. Financial capability is manifested most of the time during 1-5 years in operation, and then improves during 6-10 years operation. The budgetary control is never manifested during 1-5 year business operation however, it begins to manifest upon reaching 6-10 years operation. The

organization improves its observance as year of operation increases. Lastly, internal control is manifested most of the time.

### **Training Scheme**

Result of the study shows that budgetary control got low rating, implying its rare manifestation in the firm. The firm rarely compared the actual and budgeted expenditures from granted award. Considering also the groups, in firm age budgetary control is very low in the firm operated 1-5 years, low for the firm operated 6-10 years, and moderate for those operated 10 years above. While in firm size, it is very low to the firm with 10 employees above, low for those firms with 1-5 employees and high for the firm possessing 6-10 employees. The result shows that the group needs to be trained are those firms operated less than 10 years but having 1-5 and 10 employees above.

Based on the results, this research proposes a budget control training that aims to provide the company owners / financial managers with a template for budget control and technical aid. Managers should be advised and able to comprehend budgetary control, according to Drury (2013). Managers, however, did not appreciate the data provided by the price and standard output conditions of the accountant. He added that managers should also be trained efficiently on budgetary control as vast numbers of them blamed infrequent private contact for failure to appreciate price data, and it was argued that if they became more engaged in operation, accountants would significantly boost their efficiency. Warue and Wanjira (2013) have discovered proof of a negative correlation between company size and budgeting. The operation of the computerized accounting system was discovered to be negatively related to the process of budgeting. An important connection between accounting system computerization activities

and budgeting shows that efficient budgeting can be achieved through the implementation of efficient information technology in SMEs.

It shows that training will be helpful to firms in tracking expenditures by the help of template using excel. This template containing columns for each category or account titles for expenses to be controlled. Once the actual spending is overtaking the budget plan, the remaining cash will be filled with red to notify the firm. In this, as part of workshop, the firm will establish policy highlighting the accountability of overspending. At the end of training, the participants will be able to create budget plan, and policy intended for budgetary control, which is a system of management control in which actual income and spending are compared with planned income and spending, so that the firm can see if plans are being followed and if those plans need to be changed in order to make a profit.

## **Conclusion**

Considering the result of the study, majority of the respondents had 10 employees above and operated 10 years above. *Accounting system* was manifested at all times in the organization while *budgetary controls* manifested rarely. There were significant differences in *financial capability* and *budgetary controls* in terms of firm size. In terms of firm age, *financial capability*, *budgetary controls*, and *internal controls* had also significant difference. Considering the groups, *budgetary control* shown significant difference among indicators. It also shows that budgetary controls had lowest mean, which shows poor manifestation in the organization. Therefore, training proposal about budgetary control system was proposed in order to address the stated concerns for the firms.

The result of the study deviated from the proposition of Gawali and Gadekar (2017) that accounting and financial knowledge, competencies in interpreting the financial statements, owner-managers' attitudes and their level of involvement in financial aspects of business are the reasons for the success or failure of MSMEs.

### **Implications**

Based on the findings of the study, the following recommendations are given:

To improve the efficiency in budgeting, standard software for business intelligence (BI) can enable even small and medium enterprises (SMEs) to increase it. It is also proven that using of Accounting Information System (AIS) influences the performance in Small and Medium Enterprises (SMEs), accounting information such as reliability, relevance, and timeliness have significant effects on the use of AIS and SMEs' performance. It is also practiced in the Philippines, but it needed of help more of accountants as their business partner because the appropriateness of management accounting information depends upon the resources, operating activities, strategies and the size of the organization.

Managers may understand budgetary control. He added that managers may also be trained on effective budgetary control because a vast number of them were blamed for infrequent personal contact for failures to appreciate cost information, and it was argued that accountants will greatly increase their effectiveness if they became more involved with operation. Based on the result budget control is rarely manifested; thus, the proposed training may be implemented in order to help small scale agricultural industries in strengthening budgetary controls, using given template to track budget and actual cost; point of view may conduct regular monitoring to the participants ensuring the efficiency and effectivity of system; and future researchers may

conduct case study in other location with the same firms, in order to explore the roots of budgetary control issues.

### **Ethical Consideration**

Ethical aspect is also considered for this, in terms of privacy and confidentiality, the researcher attached signed letter to the questionnaire addressing the respondents that the data gathered were kept confidential and treated academically. Additionally, the questionnaires contain no name, address, or any contacts for tracking. Upon asking consent and permission from organization/location, the researcher structured signed letters addressed to the respondents asking their participation at their convenient time. The approved letter to conduct the study was also presented to the managers or owners as proof of the Digos City mayor's cooperation to the study. Voluntary participations of the respondents were realized by giving them enough time to answer questions supported by interviews. Aside from that, the purpose of the study was stated.

Another ethical consideration for this study was the unavailability of respondents due to them being absent or busy during the deployment of questionnaires. As researcher, it was asked when it was possible to conduct an interview, or the questionnaires were left and picked up if they were accomplished. Plagiarism was also avoided for this study. It was averted by rephrasing and citing the authors of every reviewed literature and completely listed under references.

In process of recruitment, all gathered data were interpreted and analyzed by the help of the statistician, Dr. Rinante Genuba, and adviser, Prof. Joel B. Tan, CPA, accurately by conducting proper interview and survey guided by the list given by Business Permit and Licensing Office

of Digos City. Filled up questionnaires were kept for references. Fabrication of data was avoided by discouraging alterations or erasures in the questionnaires if any, they were signed by the respondents who are the source of data. Lastly, conflict of interest was not tolerated. Respondents were not being paid as motivation of participation; instead the researcher asked for their voluntary participation and showed deepest gratitude for making this study successful.

### Consent

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

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