Financial Control and Organizational Performance: A Case of Rwanda Broadcasting Agency (RBA)

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Abstract: Many organizations in Rwanda face financial control related issues due to inappropriate use of accounting principles, inadequate funding, poor departmental administration and management of public funds, inefficient and inadequate internal control systems that led to the shortfalls in financial control and organizational performance. Hence, research aims at assessing the importance of Financial Control on organizational performance of RBA in the last three years. The researcher theoretically and empirically reviewed the past studies in relation to Financial Control and organizational performance, to the variables of the study including Financial Control which is measured in terms of budgetary control, Financial reporting, Cost control whereas measures like financial performance, business performance and organizational effectiveness measures organizational performance. This study was descriptive survey and a target population of three hundred (300) employees of RBA in which a sample size of 171 respondents was determined using Yamane (1967) formula and purposive sampling technique was used to select those respondents from the whole target population. Later, analysis of data starts with editing and collecting of data and data gathered was analyzed using descriptive and inferential statistics. Specifically, the frequencies, percentages, correlation and regression analysis which was used to explore the variables under study, qualitative data arising out of perceptions, opinions and suggestion was expressed in percentages as per the categories of respondents against their variables and analyzed using Statistical Package for Social Sciences (SPSS version 21). Thus, the findings of this study between financial control and organizational performance has also shown that there is a significant relationship between budget control and financial reporting (p=.744 and sig=.000), between budget control and cost control (p=.583 and sig=.000), between financial reporting and cost control (p=.737 and sig=.000), between return on asset and return on capital (p=.801 and sig=.000), return on asset and net profit margin (p=.819 and sig=.000), return on capital employed and net profit margin (p=.848 and sig=.000). Thus, implying that to improve organizational performance in RBA there should be improvement of financial control through ensuring budget control, financial reporting and cost control. Basing on the findings, the researcher recommended to the Public Institutions that there are should be regular budget controls to enhance organizational performance; to the employees of RBA that financial report should be done regularly and on time to ensure organizational performance; to the managers and supervisors in RBA, to ensure that the departmental budgets meet departmental income and expenses in order to ensure organizational performance in RBA.

Key Words: Financial Control, Organizational Performance, Budgetary control, Financial reporting, Cost control

1. Introduction

Numerous empirical studies have demonstrated financial control as the backbone of organizational performance in the business world (Morley, et al., 2016). Thus, it illustrated how organizations that develop effective financial control processes are more likely to both have positive work environments, be more effective in achieving their objectives and gain performance through effective use of budgetary control, cost control and financial reporting to enhance both financial control and organizational performance.

In this view, financial control contributes to increased budgetary controls for employees and better bottom line benefits for the organization for the sake of enhancing organizational performance. Likewise, Zwijze and de Jong (2005) highlighted that the importance of financial control for the organizational performance includes organizational effectiveness and business performance that enhances satisfaction and performance of employees. In addition, research has shown how dysfunctional or destructive management of financial control can be calamitous for business organizations (Schyns and Schilling, 2013; and Tourish, 2013).

Financial Control is a process of managing and overseeing the preparation of financial statements and ensuring that insightful data from the reports are well reported, it further deals with the authenticity of financial reports, regulatory compliance and analysis of financial data. It enables us to do important things: to grow, to learn, to be aware of ourselves and to adjust to our environment (Ashalatha, 2008).

Most of developing countries in Africa including Rwanda have turned their attention towards developing financial control activities to enhance organizational performance. Financial control is becoming very crucial in developing organizational performance especially in RBA as an indicator and as a way towards development. In this context, financial control as a source of information organizes other resources and the effectiveness of information has to be the factor that has contributed to organizational performance.

Financial control process is meant to build rapport which is about establishing a level of familiarity and trust with clients.co-workers, stakeholders and even your competitors (Amine, 2017). It's a process that relies on effective financial control skills to help create a bond that fosters a health, trusting and profitable business relationship. The study of Yuchtman and Seashore (2007), demonstrated that sixty percent of staff feels that the organization lacks transparency and instructions are not clearly and timely communicated and it resulted in low self-esteem and has reduced the level of performance and commitment of staff in achieving their organizational goals and objectives. The low levels of performance affected the quality of the work in that employees did not compile client quotations with the relevant information and accuracy of calculations lack validation. Analysis and statistics showed that one out of every three quotes is incorrectly compiled (Management Report, 2018).

Currently, ministries, boards, Authorities and Agencies in Rwanda were being called by public account committee to give justification on the control of finances and financial statement reported. Though, follow-ups were made but RBA still kept facing the problems of financial control as a public institution that still have inappropriate use of accounting principles, inadequate funding, poor departmental administration and management of public funds, ineffective and inadequate internal control systems in place which has led to the shortfalls in financial control and organizational performance of the whole agency (RBA, 2018). Hence, the need for analyze how financial control is important in promoting organizational performance at RBA in the last five years.

2. Statement of the Problem

Financial Control is the backbone of effective organizational performance in terms of both financial and business performance because it plays a very important role in attainment of the organizational goals and objectives (Kagwiria, 2008). An efficient Financial Control system and efficient financial information flow in an organization is a prerequisite to making them relevant and relate well with the society. Unfortunately, there seem to be lack of coordinated and efficient Financial Control policy in many organizations and such organizations with poor Financial Control faces challenges such staff morale related issues, lack of transparency and reduced levels of customer service (Management Report, 2048).

Recently, Public account committee called a number of public institutions to give accounts on how their finances were used, spent and managed in order to ensure accountability of financial control to enhance performance of public institutions in Rwanda (Samuel, 2018). It has been observed that institutions like REG, RRA, Ministry of Infrastructure to mention but few have failed to justify their unfinished project and how the money provided for those project were spent and managed (OAG, 2018).

The internal reports have shown that RBA have encountered issues in handling financial control of the departments due to inappropriate use of accounting principles, inadequate funding, poor departmental administration and management of public funds, ineffective and inadequate internal control systems in place which has led to the shortfalls in financial control and organizational performance of the whole agency (RBA, 2018). The clients and service seekers have been complaining of serious delays in the processing of their announcements though they have paid on time. It is against this regard the researcher wants to analyze how Financial Control is important in promoting organizational Performance at RBA in the last five years.

3. Objectives of the Study

3.1. General Objective

The general objective of the study is to assess the role of Financial Control on promoting organizational Performance taking RBA as a case study.

3.2. Specific objective

(i) To examine the effect of budgetary control on organizational performance in RBA;
(ii) To assess the impact of financial reporting on organizational performance in RBA;
(iii) To find out the relationship between Financial Control and organizational effectiveness in RBA.

4. Literature Review

4.1. Empirical review

Manufacturing firms are aware of the financial control system (Ajonbadi, et al., 2014). In a study, Omboga et al., (2016) revealed that financial control has a strong positive correlation with industry's positive performance because (p=.822 and sig=.000) whereas effective cash control, cash processing and budgeting with industry performance has a positive significant relationship (p=.795, sig=

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.000; p=.857 and sig= .000; and p=.721 and sig=.002) respectively. They recommended the examination of the effect of human behavior on the application of financial control mechanisms.

Harley and Emery, (2016) and Oyebanji, (2018) concluded that the approach of organizing the system of financial control influences not only the safety of material and financial resources but all of its financial and economic activities. A properly organized system of financial control allows not only for early detection of flaws but to take timely action to address them. Hence, the significant positive relationship found between financial control and economic activities as represented by .775 of Pearson correlation and .000 of significance value at 0.01 level of significance.

Simiyu et al., (2018) and Ibrahim et al. (2018) conducted on studies of risk and financial planning practices and have established that sound financial management practices and control are components that have significant yet moderating relationship with the performances of the firm (p=541 and sig=.010). While Maiga et al., (2018) and Mutya, (2018) concluded from the study of the interaction effect of cost control system and information technology integration that manufacturing plant could obtain the utmost financial performance and rewards from investments in activity-based cost control systems in conjunction with information technology integration.

Baseweti and Muturi, (2018) in the study 'effect of risk mitigation on the financial performance of manufacturing firms' discovered there was a significant strong positive relationship between changes in production, economic risk mitigation and financial performance (p=.732 and sig=.005; p=.711 and sig=.006) respectively. They recommended that companies should practice comprehensive risk mitigation planning to counter any likely event that might cause a business breakdown.

Agbaje and Funson, (2018) also concluded that pragmatic policy options should be formulated in the manufacturing industry to effectively manage and prevent firm from recording fictitious revenue in order enhance performance, this is because there was a significant negative relationship between financial reporting fraud and profitability. Also, fraud prevention in financial statements should be sufficiently inculcated into the internal control system for the effective running of the manufacturing industries in Nigeria.

Ajonibadi et al., (2014) stated that financial control in a large organization is often the responsibility of various groups like the audit committee, management committee, financial controller etc. however, this is often not the case in smaller organizations where control is the responsibility of a single manager (Bett & Memba, 2048). McCrindell, (2015) concluded that the purpose of any financial management and control framework is to facilitate and set boundary lines for the planning, use and accounting of resources which impacted on the profitability.

4.2. Conceptual framework

Robson (2011) referred conceptual framework to a visual or written product, one that explains, either graphically or in narrative form, the main things to be studied as the key factors, concepts, or variables and the presumed relationships among the independent, dependent and intervening variables.

This conceptual framework describes the relationship between the variables of the study through graphic design demonstrating Financial Control as an independent variable, organizational performance as a dependent variable and other variables known as intervening variables that can falsify the information in dependent variable when are not well controlled which are internal control systems and financial monitoring.

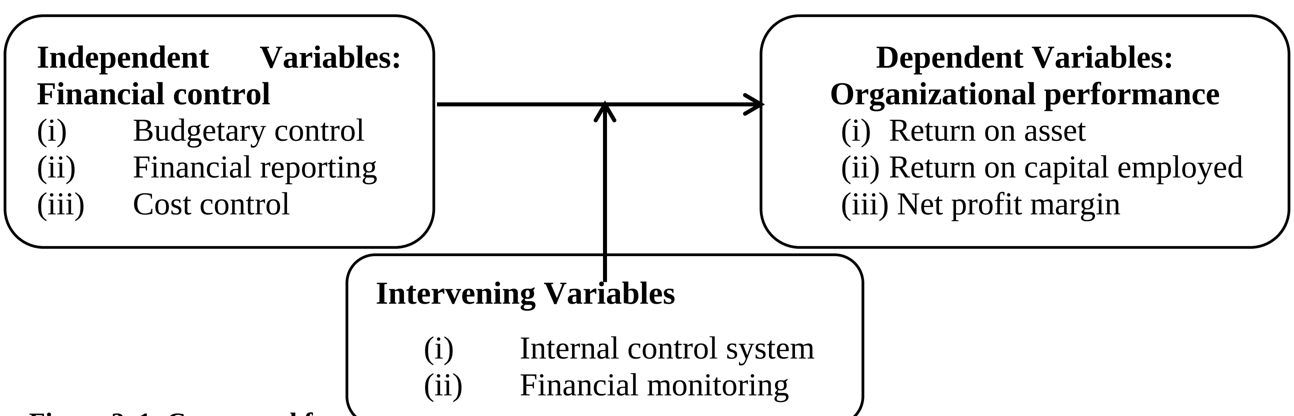

Figure 2. 1: Conceptual framework

Source: Researcher, 2019

This figure 2.1 above conceptual framework explains that there is relationship between the variables of this study as the above graphic design demonstrates that Financial Control as an independent variable is measured in terms of budget control, financial reporting and cost control whereas the variable like organizational performance is a dependent variable and it is measured in terms of return on asset, return on capital employed and net margin profit and other factors such internal control systems and financial monitoring known as intervening variables that can affect the results in organizational performance when are not well controlled.

Budget control as a predictor of financial control has a relationship with organizational performance in terms of influencing return on asset, return on capital employed and net profit margin. Financial reporting as a predictor of financial control affects organizational performance in terms of return on asset, return on capital employed and net profit margin. Whereas cost control does affect organizational performance in terms of return on asset, return on capital employed and net profit margin.

4. Research Methodology

This study adopted descriptive survey research design which is preferred because this study aims at exploring and explaining the existing status of Financial Control and its effects on organizational performance of RBA. Hence, descriptive survey determines and reports the way independent variable and dependent variable are interrelated according to views and perceptions of respondents (Gay, 2001).

A research design refers to a plan, blue print or guide for data collection and interpretation, a set of rules that enable the investigator to conceptualize and observe the problem under study (Adams and Scheveneldt, 2005). Grinnell and iams (2009) referred a research design to a careful systematic study or investigation undertaken to establish same facts and principles; it can also be defined as the totality of plans we use to aid as in answering research questions. In this study, descriptive survey design was employed. Fraenkel and Wallen (2013) describe a descriptive study as a collection and analysis of data that allows one to describe the current status of the subjects in the study. It enables one to describe the characteristics of a population, understand the given characteristics of that population and also offers ideas for further research

Target population is a group or category of human being, animals and objects which have one or more characteristics in common and have been selected as a focus of the study, Mulusa (2008). This study was carried out in Gasabo District and it targeted three hundred (300) employees of RBA specifically from the RBA headquarter. The sixty employees consist of sixty (171) managers and supervisors who are in management on different levels and two hundred forty (240) subordinate staff who are not in management

Peter (2004) defines a sample as a representative, part of a population. Thus, the sample size was determined using the formula of Yamane (1967) as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{300}{1 + 300(0.05)^2}$$

$$n = 171$$

N is target population, n is sample size or respondents, while e (0.05) is margin error at 95% level of confidence

Purposive sampling technique was used to select 171 numbers of respondents who are involved in this study. According to Wallen (2004), purposive sampling technique allows the researcher to select the number of respondents basing on a purposive reason and the number of respondents is involving in the study due to a reason. Thus it gave each respondent an equal chance of participating in the study therefore ensuring that the sample is representative.

The main research instrument for this study was a self-administered questionnaire and interview guide. This is because less time is required to respond. It is also less expensive and it is one of the best tools that are free from the interviewer bias. Respondents have more time to give well thought out responses (Kothari, 2004).

Analysis of data starts with editing and inspecting of data pieces in order to identify spelling mistakes and any wrongly answered or responded items. The data gathered was analyzed using descriptive and inferential statistics. Specifically, the frequencies, percentages, correlation and regression analysis was used to explore the variables under study. Qualitative data arising out of perceptions, opinions and suggestion was expressed in percentages as per the categories of respondents against their variables and analyzed using Statistical Package for Social Sciences (SPSS).

5. Research key findings

5.1. Budgetary control on organizational performance in RBA for the last five years

The respondents were requested to indicate their responses on the statement regarding budgetary control involvement in organizational performance that is measured using 1-4 Likert scale (1-great extent, 2-moderate extent, 3- small extent, 4- not sure).

Table 5.1: Budgetary control on organizational performance in RBA for the last five years

Statement regarding budgetary control	4	3	2	1
Preparation of budget	1(0.6%)	1(0.6%)	5(2.9%)	164(95.9%)
Recording actual achievements	1(0.6%)	2(1.2%)	7(4.2%)	161(94.0%)
Getting the difference between actual and budgeted performance	1(0.6%)	1(0.6%)	4(2.4%)	165(96.4%)
Controlling the costs	1(0.6%)	2(1.2%)	7(4.2%)	161(94.0%)
Planning for further actions	1(0.6%)	1(0.6%)	4(2.4%)	165(96.4)

Source: Primary Data (2019)

The results in Table 5.1 indicates that 164 (95.9%) of total respondents have agreed to a very great extent that budgetary control involves preparation of budget in order to affect organizational performance, 161 (94.0%) of total respondents have agreed to a very great extent that budgetary control to influence organizational performance it has to involve recording of actual achievements, 165 (96.4%) have agreed to a very great extent that budgetary control involves getting the difference between actual and budgeted performance to affect the organizational performance, 161 (94.0%) have agreed to a very great extent that budgetary control involves getting controlling the costs the difference between actual and budgeted performance to affect the organizational performance, 165 (96.4%) have agreed to a very great extent that budgetary control involves planning for further actions to affect the organizational performance. Thus, it implies that budgetary control has an effect on organizational performance in RBA for the last five years.

5.2. Financial report on organizational performance in RBA for the last five years

The respondents were requested to indicate their responses on the statement regarding financial report involvement in organizational performance that is measured using 1-4 Likert scale (1-great extent, 2-moderate extent, 3- small extent, 4- not sure).

Table 5.2: Financial report on organizational performance in RBA for the last five years

Statements	4	3	2	1
Financial reporting influences organizational performance	1(0.6%)	1(0.6%)	2(1.2%)	167(97.6%)
Cash flow realization influences organizational performance	1(0.6%)	2(1.2%)	5(3.0%)	163(95.3%)
Changes in equity influences organizational performance	1(0.6%)	1(0.6%)	2(1.2%)	167(97.6%)

Source: Primary Data (2019)

The results in Table 5.2 indicates that 167 (97.6%) of total respondents have agreed to a very great extent that financial position influence organizational performance, 163 (95.3%) of total respondents have agreed to a very great extent that cash flow realization influence organizational performance, 167 (97.6%) of total respondents have agreed to a very great extent that changes in equity influences organizational performance. Hence, this implies that financial report has an impact on organizational performance in RBA for the last five years.

5.3. Financial Control and organizational performance in RBA for last five years

The respondents were requested to indicate their responses on the statement regarding financial control involvement in organizational performance that is measured using 1-5 Likert scale (1- strongly agree, 2- agree, 3- disagree, 4- strongly disagree, 5-not sure).

Table 5.3: Financial Control and organizational performance in RBA for last five years

Statements	1	2	3	4	5
Managers hold budget conferences regularly to review performance	1(0.6%)	1(0.6%)	0(0.0)	2(1.2%)	167(97.6%)
Managers do meetings regularly to assess performance of the organization	1(0.6%)	2(1.2%)	0(0.0)	4(2.4%)	164(95.8%)
Budget policies do monitor budget spending in our organization	1(0.6%)	1(0.6%)	1(0.6%)	1(0.6%)	167(97.6%)
Departmental heads do control budget activities regularly	1(0.6%)	2(1.2%)	0(0.0)	4(2.4%)	164(95.8%)
The executive committee do review costs of activities and functions constantly	1(0.6%)	1(0.6%)	1(0.6%)	1(0.6%)	167(97.6%)
Evaluation reports are prepared frequently	1(0.6%)	2(1.2%)	0(0.0)	4(2.4%)	164(95.8%)

Source: Primary Data (2019)

The results in Table 5.3 indicates that 167 (97.6%) of total respondents strongly agreed that managers hold budget conference regularly to review performance, 164 (95.8%) of total respondents have strongly agreed that managers do meeting regularly to assess the performance of the organization, 167 (97.6%) of total respondents have strongly agreed that budget policies do monitor budget spending in our organization, 164 (95.8%) of total respondents have strongly agreed that departmental heads do control budget activities regularly, 167 (97.6%) of total respondents have strongly agreed that executive committee do review cost of activities and functions constantly, 164 (95.8%) of total respondents have strongly agreed that evaluation reports are prepared frequently. Thus, implies that financial control has an effect of organizational performance in RBA for the last five years.

Table 4.4: Correlation Analysis between financial control and organizational performance in RBA

		Return on asset	Return on capital employed	Net profit margin	Budget control	Financial reporting	Cost control
Return on asset	Pearson Correlation	1	.801**	.819**	.813**	.762**	.775**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	171	171	171	171	171	171
Return on capital employed	Pearson Correlation	.801**	1	.848**	.674**	.824**	.894**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	171	171	171	171	171	171
Net profit margin	Pearson Correlation	.819**	.848**	1	.687**	.935**	.834**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	171	171	171	171	171	171
Budget control	Pearson Correlation	.813**	.674**	.687**	1	.744**	.583**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	171	171	171	171	171	171
Financial reporting	Pearson Correlation	.762**	.824**	.935**	.744**	1	.737**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	171	171	171	171	171	171
Cost control	Pearson Correlation	.775**	.894**	.834**	.583**	.737**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	171	171	171	171	171	171

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, 2019

The findings in Table 4.4 indicates that there is a relationship between budget control and financial reporting (p=.744 and sig=.000), between budget control and cost control (p=.583 and sig=.000), between financial reporting and cost control (p=.737 and sig=.000), between return on asset and return on capital (p=.801 and sig=.000), return on asset and net profit margin (p=.819 and sig=.000), return on capital employed and net profit margin (p=.848 and sig=.000), between financial reporting and return on asset (p=.762 and sig=.000), between cost control and return on capital employed (p=.894 and sig=.000). Thus, implies that there is positive significant relationship between predictors of financial control and organizational performance of RBA.

Table 4.5: Coefficients of financial control and return on asset

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.024	.098		.249	.804
Budget control	.462	.080	.518	5.756	.000
Financial reporting	.071	.122	.062	.578	.006
Cost control	.1230	.090	.427	4.800	.000

a. Dependent Variable: Return on asset

Source: Primary Data, 2019

The results in table 4.5 reveal that predictors of financial control have positive coefficients that enhance positive effect on the progress of return on asset in RBA. The regression analysis indicates that there is a positive significant relationship between financial control and return on asset because all the calculated p-values are less than 0.05 each. Thus, the coefficient gives regression model, Y=β0+β1x1+β2x2+β3x3+β. Therefore, the model becomes Y=.024+.462x1+.071x2+1230x3, this regression equation indicates that there is a positive significant between predictors of financial control and return on assets of RBA.

The first objective of establishing the relationship between cost control and return on asset has a positive and significant relationship (b=.462 and p=.000). The second objective of establishing the relationship between financial reporting and return on asset has a positive and significant relationship (b=.071 and sig=.000), the third objective of establishing the relationship between budget control and return on asset has a positive relationship (b=.1230 and p=.000). Thus, implies that there is a positive significant relationship between financial control and return on asset in RBA.

Table 4.6: Coefficients of financial control and return on capital employed

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.045	.072		.625	.534
Budget control	.071	.059	.090	1.209	.032
Financial reporting	.2 99	.089	.299	3.345	.001
Cost control	.554	.066	.621	8.449	.000

a. Dependent Variable: Return on capital employed

Source: Primary Data, 2019

The results in table 4.6 reveal that predictors of financial control have positive coefficients that enhance positive effect on the progress of return on capital employed in RBA. The regression analysis indicates that there is a positive significant relationship between financial control and return on capital employed because all the calculated p-values are less than 0.05 each. Thus, the coefficient gives regression model, Y=β0+β1x1+β2x2+β3x3+β. Therefore, the model becomes Y=.045+.071x1+.299x2+554x3, this regression equation indicates that there is a positive significant between predictors of financial control and return on capital employed of RBA.

The first objective of establishing the relationship between cost control and return on capital employed has a positive and significant relationship (b=.071 and p=.032). The second objective of establishing the relationship between financial reporting and return on capital employed has a positive and significant relationship (b=.299 and sig=.001), the third objective of establishing the relationship between budget control and return on capital employed has a positive relationship (b=.554 and p=.000). Thus, implies that there is a positive significant relationship between financial control and return on capital employed in RBA.

Table 4.7: Coefficients of financial control and net profit margin

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.011	.055		.202	.841
Budget control	.034	.045	.0123	.7171	.001
Financial reporting	.740	.069	.732	10.788	.000
Cost control	.288	.050	.319	5.726	.000

a. Dependent Variable: Net profit margin

Source: Primary Data, 2019

The results in table 4.7 reveal that predictors of financial control have positive coefficients that enhance positive effect on the progress of net profit margin in RBA. The regression analysis indicates that there is a positive significant relationship between financial control and net profit margin because all the calculated p-values are less than 0.05 each. Thus, the coefficient gives regression model, Y=β0+β1x1+β2x2+β3x3+β. Therefore, the model becomes Y=.011+.034x1+.740x2+.288x3, this regression equation indicates that there is a positive significant between predictors of financial control and return on assets of RBA.

The first objective of establishing the relationship between cost control and net profit margin has a positive and significant relationship (b=.034 and p=.001). The second objective of establishing the relationship between financial reporting and net profit margin has a positive and significant relationship (b=.740 and sig=.000), the third objective of establishing the relationship between budget control and return on asset has a positive relationship (b=.228 and p=.000). Thus, implies that there is a positive significant relationship between financial control and net profit margin in RBA**.**

6. Conclusion and Recommendation

6.1. Conclusion

Most of the researches done in the related field to financial control and organizational performance in public institutions have revealed that there is positive significant relationship between financial control and return on investment with 0.006 calculated significance value which is lesser that 0.01 level of significance and p-value of .867 (Desmond, 2009). The findings of the study done by Allan (2001) on financial performance and organizational structure revealed that budget control has a significance relationship with organizational structure with a calculated significance value of 0.000 which is lesser than 0.01 with p-value of .901 in public institutions. Another study done financial monitoring and organizational performance demonstrate a positive significant relationship between financial monitoring and return on asset with calculated sig. of 0.00 which is less than 0.01 and p-value of 0.703 (Bonnie, 2009).

Thus, the findings of this study between financial control and organizational performance has also shown that there is a significant relationship between budget control and financial reporting (p=.744 and sig=.000), between budget control and cost control (p=.583 and sig=.000), between financial reporting and cost control (p=.737 and sig=.000), between return on asset and return on capital (p=.801 and sig=.000), return on asset and net profit margin (p=.819 and sig=.000), return on capital employed and net profit margin (p=.848 and sig=.000). Thus, implying that to improve organizational performance in RBA there should be improvement of financial control through ensuring budget control, financial reporting and cost control. The research finding have shown that there is a significant relationship between financial control and organizational performance implying that to improve organizational performance there should be financial control. Hence public institutions should do regular budget controls to enhance organizational performance in RBA.

6.2. Recommendation

Basing on the research findings, the researcher would like to recommend to the employees of RBA to ensure that they have knowledge on financial control in order to ensure organizational performance. The findings of the study have shown that a number of respondents do not do regular and on time financial performance. The researcher would recommend that financial report should be done regularly and on time to ensure organizational performance

Based on the findings of the study, the researcher would like to recommend to the managers and supervisors in RBA, to ensure that the departmental budgets meet departmental income and expenses in order to ensure organizational performance in RBA.

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