

DOCTORAL THESIS SUMMARY

Żaneta Pietrzak

Assessment of the use of operational budgeting in enterprises in Poland

Keywords: information quality, system quality, success, operational budgeting

Operational budgeting is one of the most frequently used methods of management accounting. Research, conducted both in Poland and around the world, shows that vast majority of medium-sized and large enterprises uses budgeting as a basic tool for controlling the company. Previous research proved that budgeting facilitates coordination and evaluation of activities, helps to motivate and assess employee performance and supports the internal control system within the organization. However, the literature from the early 2000s included many critical opinions, which mentioned numerous defects of the concept (Neely et al., 2003, Libby, Lindsay, 2010, Jensen, 2011). Advocates of alternative, new tools that could potentially replace traditional budgeting claim that this method is excessively time-consuming and expensive.

Thus, two contrasting observations can be distinguished in the subject literature: 1) a wide dissemination of operational budgeting on the one hand, and 2) harsh criticism of its use on the other. In this context, the issue of evaluation of this tool in enterprises deserves special attention - this subject is a significant challenge for the scientific community. The assessment of implementation success or subsequent functioning of management accounting tools in a company, in particular operational budgeting, is difficult to define and can be understood subjectively, depending on the individual preferences of the evaluator and the time of analysis. In the light of the above observations, the research gap in previous studies seems of particular importance, i.e. the lack of an univocal and universal way of evaluation of operational budgeting in enterprises in Poland, along with the identification of factors that condition it. This dissertation attempts to fill this gap and justify the choice of the research area of this dissertation, they also constitute the basis for determining the research problem and objectives of the dissertation.

In the light of observations made, the research problem was defined in a form of a question: *What factors determine the assessment of use/success of operational budgeting and how can the use/success of operational budgeting be measured and later assessed in enterprises in Poland?*

The main objective of the dissertation as well as sub-objectives are related to the above-mentioned research question. The main objective of the dissertation is to *measure and assess the use/success of operational budgeting in enterprises in Poland and to identify and measure factors determining success, based on the suggested model*. For the purpose of the main objective, additional specific objectives have been formulated, which include:

- *defining the role and location of operational budgeting in the management accounting system in the enterprise;*
- *analysis of measurement of use/success of management accounting methods;*
- *identification of variables determining the use/success of operational budgeting and presentation of factors shaping individual variables along with the identification of relations and conditions between them;*
- *developing a model that allows measurement and assessment of the use/success of operational budgeting;*
- *assessment of the use/success of operational budgeting in enterprises in Poland by means of the developed model.*

In order to achieve the main objective and specific objectives of the dissertation, the main thesis, based on literature studies, was formulated. It states that *the quality of operational budgeting system and information generated by it has a positive impact on the success of this system, in particular on the use of operational budgeting and employee satisfaction which determine benefits for both individual users and enterprises.*

With reference to the research subject, on the basis of literature studies (mainly foreign), research hypotheses were formulated, which were verified by means of empirical research related to operational budgeting systems in enterprises in Poland:

H1: *The quality of the system positively affects the quality of information generated by it,*

H2: *The quality of the system has a positive impact on the assessment of use/success of operational budgeting,*

H3: The quality of information has a positive impact on the assessment of use/success of operational budgeting.

The dissertation has been structured to achieve the research objectives. The dissertation includes an introduction, four chapters, three theoretical ones and one empirical (each chapter ends with a short summary) and a conclusion. The following research methods were applied: literature study involving Polish and foreign literature as well as empirical study which involved a standardized questionnaire.

In terms of literature study, a review of domestic and foreign publications was carried out. It included both theoretical works and analyses of empirical research. The literature study involved the subject of management accounting, methods of management accounting, and in particular operational budgeting, its application and possible methods of its evaluation. Such an extensive literature study, conducted by means of analysis and synthesis of other authors' works and generalization of their inquiries, helped to derive own conclusions and, at the stage of preparing the empirical study, helped to formulate research hypotheses. Literature study constituted the basis for initial objectives of the dissertation, as well as a framework for the empirical study. The exact course of literature and empirical studies is documented in chapters 1-3.

In order to verify the research hypotheses and attain the main objective of the dissertation, a survey was conducted, which aimed to analyze the system of operational budgeting in the context of its success measurement and assessment. The empirical research allowed to develop a tool for measuring and assessing the use of budgeting in enterprises. The data obtained from the survey enabled verification of the developed model. Subsequently, the assessment of use/success of operational budgeting in the sample group of enterprises in Poland was carried out.

The survey aimed to identify variables that measure the assessment of use and thus the success of operational budgeting and variables which condition that. The questionnaires were distributed in two ways, i.e. via the Internet and in person from April 2017 to April 2018. They were distributed among post-graduate students attending classes in 2017/2018, as well as students of previous courses and participants of various types of specialized trainings in cost accounting and management accounting. The study involved 712 people (212 obtained the survey via the Internet, 500 people in person). 343 completed questionnaires were returned. 280 questionnaires were qualified for further analysis. Detailed results of the survey are presented and discussed in the fourth chapter of the dissertation.