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# Budgetary Control and Cost Management of Rice Retailers in Zamboanga del Sur

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## ABSTRACT

This study examined the budgetary control and cost management of rice retailers in Pagadian City and Dumalinao, Zamboanga del Sur, for Academic Year 2026–2027. It aimed to determine the level of budgetary control and cost management and examine the relationship between these variables. The study employed a quantitative correlational research design. Data were gathered from rice retailers using a structured questionnaire and were analyzed using weighted mean, standard deviation, and Pearson product-moment correlation at a 0.05 level of significance. The findings revealed that rice retailers demonstrated a very high level of budgetary control with an overall mean of 3.60. Among its indicators, budget planning obtained the highest mean of 3.63, while budget coordinating had the lowest mean of 3.58, although both remained at a very high level. Similarly, cost management was assessed at a very high level, with an overall mean of 3.63. Cost reduction obtained the highest mean of 3.70, while cost planning had the lowest mean of 3.56. The results further indicated a significant, high positive relationship between budgetary control and cost management ($r = .782$, $p < .001$), suggesting that stronger budgetary control practices are associated with better cost management among rice retailers. The study concludes that maintaining proper budgetary control and cost management practices can help rice retailers manage their resources effectively and sustain business operations. It is recommended that rice retailers continue strengthening their budgetary control and cost management practices to support financial stability and business sustainability.

**Keywords***:* budgetary control, cost management, rice retailers, budget planning, cost reduction

## INTRODUCTION

Businesses rely on effective budgetary systems to plan, coordinate, monitor, and control their financial activities in an increasingly competitive business environment. Budgetary control and cost management serve as key management practices that support businesses to achieve financial stability, operational efficiency, and long-term sustainability (Surendra et al., 2026; Obieze et al., 2024; Akindehinde et al., 2022). Budgetary control is the process of comparing actual results with planned results; it helps businesses identify variances and determine which discrepancies need to be corrected (Dixit & Shukla, 2025; Oyebode, 2018). It also contributes toward effective decision making by providing cautious management of resource allocation and performance evaluation.

Cost management, on the other hand, refers to the planning, controlling, and reduction of business expenditures in order to maximize profitability and improve organizational efficiency. It is a set of practices that help businesses reduce unnecessary expenses without sacrificing the quality of the product (Oyedare, 2025; Mahyudin & Nasir, 2025; Indra et al., 2025; Novarida et al., 2024). Businesses can maintain their competitiveness in the face of shifting consumer demands, shifting market conditions, and rising operating costs by practicing effective cost management. Businesses that practice effective cost management are better able to sustain profitability even if faced with difficult economic conditions (Oyedare, 2025).

The retail industry is one of the sectors where budgetary control and cost management play a crucial role (Deligero & Ballados, 2025; Cawaling, 2021). Retail businesses work in extremely dynamic environments

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that are marked by fluctuating supplier prices, shifting consumer preferences, and variable demand (Sheehan et al., 2026; Muthukalyani, 2023). Effective budgetary control can help retailers forecast sales, optimize inventory turnover, and reduce the obsolescence rate (Cisneros et al., 2025). In addition, proper cost management allows retailers to minimize wastage, maximize resource utilization, and maintain financial stability despite increasing operational costs.

Government regulations like the Rice Tariffication Law (Republic Act No. 11203), rising operating costs, inflation, supply chain disruptions, and fluctuating rice prices all have an impact on inventory management, sourcing choices, and pricing strategies in the highly dynamic business environment that rice retailers operate in (Shrestha et al., 2025; Antonio et al., 2025). As rice remains a staple commodity and one of the major contributors to household expenditures in the Philippines, these changing market conditions expose rice retailers to financial uncertainties that can affect their profitability and long-term sustainability (Gibo et al., 2026). For rice retailers to effectively allocate resources, adapt to market changes, and maintain stable business operations, effective budgetary control and cost management become crucial (Dibogo & Kayunze, 2026; Nirwana et al., 2025).

Budgetary control enables rice retailers to plan anticipated income and expenses methodically, keep an eye on actual financial results, and spot budget deviations that call for remedial action (Mahyudin & Nasir, 2025). Despite fluctuating rice prices and shifting consumer demand, retailers can make well-informed decisions about inventory purchases, cash flow management, and resource allocation through efficient budgetary control (Subranta & Dzikiri, 2026; Deligero & Ballados, 2025). However, due to lack of information systems, insufficient technical expertise, and limited financial knowledge, many small retail businesses still struggle to implement formal budgetary systems, which lowers the effectiveness of budgetary control and increases their susceptibility to financial losses (Senados, 2025; Mojeed et al., 2025; Abimbola, 2021; Van Sang, 2021).

Similarly, cost management is essential to rice retailer's capacity to manage operating costs while preserving product supply and profitability (Alakkas et al., 2023). Retailers can reduce wasteful spending and enhance resource utilization by monitoring expenses related to labor, transportation, storage, procurement, and other operational activities (Shrividya & Aradhya, 2024). However, poor cost management practices can lead to increased operational expenses, lower profit margins, and unstable finances, especially for small retailers with tight profit margins and unstable markets (Archer, 2025; Zendrato, 2025). These difficulties show how crucial it is for rice retailers to improve their cost management and budgetary control procedures in order to maintain their competitiveness and business performance.

The relationship between budgetary control and organizational performance has been the subject of numerous studies. For example, budgetary control and financial controls have a notable impact on the return on assets (Nikiri & Eyo, 2026). Similarly, small and medium enterprises that adopt effective budgetary practices tend to achieve higher levels of profitability (Fortuna, 2021). Research indicates that budgetary participation improves managerial performance through effective use of managerial information, contributing to better decision making and organizational efficiency (Guterres & Levarda, 2026).

Likewise, the significance of cost management in attaining corporate success has also been emphasized by a number of studies. Organizations can better allocate resources and identify cost drivers with the help of strategic cost management (Galic, 2020). Other studies have shown that effective cost management techniques have a major impact on business sustainability, profitability, and competitiveness (Rounaghi et al., 2021).

Although there is an increasing amount of literature on budgetary control and cost management, few studies have directly addressed rice retailers, especially in local Philippine settings. Previous studies have mostly focused on manufacturing companies, big businesses, and general retail establishments. Furthermore, not much research has been done on how rice retailers in a particular local setting like Pagadian City and the Municipality of Dumalinao handle their finances, keep operational expenses under control, and deal with financial difficulties. In Zamboanga del Sur, Pagadian City serves as the major commercial center, while Dumalinao is a municipality with substantial agricultural activities, including rice production and trading. These areas offer a pertinent context for examining rice retailers' budgetary control and cost management.

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Despite their crucial role in guaranteeing food supply and promoting local economic activities, the experiences, perceptions, and behaviors of rice retailers remain underexplored.

Studying budgetary control and cost management among rice retailers is crucial from a constructivist standpoint because it aims to comprehend how people interpret, experience, and use financial management techniques within their own business contexts. Meaning is socially produced through interactions with stakeholders and market situations rather than focusing solely on numerical outcomes. Gaining an understanding of these viewpoints can help one better understand the challenges faced by rice retailers and tactics they use to successfully manage their finances.

Budgetary control and cost management are widely acknowledged as crucial instruments for enhancing organizational performance, profitability, and sustainability, according to a review of prior research. Effective budgetary control and cost management evolve to support financial viability and efficient resource utilization. However, the literature also reveals a lack of context-specific and localized research on rice sellers. The ways in which rice retailers manage costs, apply budgetary control procedures, and adjust to shifting local market conditions are still poorly understood.

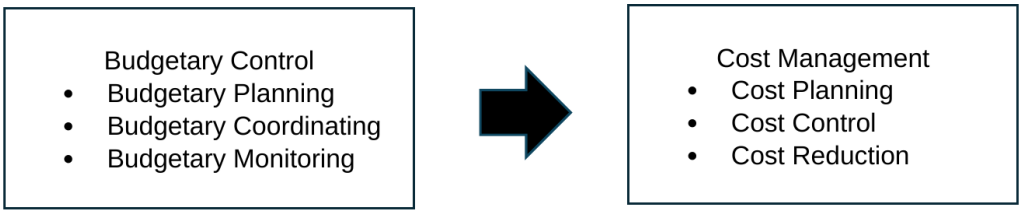
Given these gaps, there is need to investigate the budgetary control and cost management practices of rice retailers in Pagadian City. Exploring this phenomenon may add to the body of knowledge already in existence offering practical implications for businesses, legislators, and future researchers by delivering insightful information about the experiences, difficulties, and strategies of local rice retailers. The researchers decided to concentrate on rice retailers in Zamboanga del Sur as the particular research environment for this study due to the importance of rice retailing in the local economy and the financial difficulties faced by retailers.

**Conceptual Framework**

The conceptual framework of the study is shown in Figure 1.

**Figure 1**

*Schematic Diagram of the Study*




Budgetary control refers to the management tool employed by an organization to make efficient and effective use of its resources by budgetary planning, coordination, and monitoring. In this study, the above indicators are based on the dimensions outlined by Appah and Ayabina (2025). Budgetary planning entails developing a plan for the financial activities in an organization and setting financial objectives. Coordination refers to the linking of financial activities with organizational objectives and the available resources. The financial performance is monitored to ensure that there is any deviation from the set objectives and plans. These tools help organizations allocate their resources effectively and make sound financial decisions and discipline. According to Appah and Ayabina (2025), there was a positive and significant relationship between budgetary planning, coordination, and monitoring and cash flow management.

The other financial management practice called cost management is measured using three different indicators including cost planning, cost control, and cost reduction, in line with the dimensions outlined by Rujumba (2026). Cost planning includes estimating and forecasting cost, cost control entails controlling costs, making comparison of actual costs with budgeted costs, and taking corrective measures to minimize costs, while cost reduction includes minimizing unnecessary costs through negotiation, wastage, and improvement. These

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practices can help businesses manage operating costs, identify ways of reducing costs, and manage resources. Rujumba (2026) observed that cost planning, cost control, and cost reduction predicted business profitability significantly, underscoring the importance of cost management in maintaining business performance.

Budgetary control and cost management are financial management practices which are related to each other. Budgetary control entails providing a structure for financial activities planning and control while cost management includes management and reduction of operating costs. Budgetary control and cost management practices can assist businesses in maintaining financial discipline and proper use of resources. In this study, these variables are analyzed to establish if a relationship exists between budgetary control and cost management practices among rice retailers in Pagadian City.

### Objectives and Hypothesis

This study examined the relationship between budgetary control and cost management among rice retailers in Zamboanga del Sur. Specifically, it sought to (a) determine the extent to which rice retailers practice budgetary control in terms of budget planning, budget coordinating, and budget monitoring; (b) determine the extent to which they practice cost management in terms of cost planning, cost control, and cost reduction; and (c) determine whether there is a significant relationship between budgetary control and cost management. The null hypothesis, tested at the 0.05 level of significance, stated that there is no significant relationship between budgetary control and cost management of rice retailers.

By addressing this gap, the study contributes evidence on how small, commodity-based retailers use budgetary and cost control practices in their daily operations. The findings may also guide rice retailers, entrepreneurs, business managers, students, and future researchers in accounting and business management.

## METHOD

### Research Design

This study used a quantitative research design to examine the relationship between budgetary control and cost management among rice retailers in Zamboanga del Sur. Quantitative research focuses on collecting numerical data and analyzing it by statistical procedures to examine relationships among variables that can be measured (Creswell & Creswell, 2018). A quantitative research strength lies in its capacity for generalizability, hypothesis testing, and objective analysis of data (Lim, 2024). However, because quantitative research focuses on objective measurements and statistical analysis, it may fail to accurately reflect the respondents' experiences, meanings, and opinions (Queirós et al., 2017).

This study specifically used a correlational research design. Correlational designs are methods in quantitative research where the researchers measure the relationship between two or more variables or sets of scores without manipulating them (Creswell & Creswell, 2018). This design is appropriate for the present study because the research aims to determine whether budgetary control (planning, coordinating, and monitoring) has a significant relationship with cost management (cost planning, cost control, and cost reduction). A correlational design is a suitable approach because the study aims to determine the extent to which these practices exist and the significant relationship between them (Bhandari, 2023). This design is further appropriate because budgetary control and cost management already exist in the daily operations of rice retail businesses. This allows the researchers to study these practices in their natural business setting without treatment or intervention (Siedlecki, 2020).

## RESEARCH ENVIRONMENT

The study was conducted in Pagadian City and the Municipality of Dumalinao, Zamboanga del Sur, where rice retailing plays an important role in local business operations. These areas were selected because they have registered rice retailers and represent different business environments, making them suitable for examining

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budgetary control and cost management practices. The study was conducted during the summer term of 2025–2026 and the school year 2026–2027.

Pagadian City serves as the province's commercial center, with greater business activity and market competition, while Dumalinao represents a growing municipality with smaller-scale retail operations. Rice retailers in both areas face challenges such as fluctuating rice prices, transportation costs, inventory losses, and changing consumer demand, requiring effective budgeting, expense monitoring, and resource allocation. However, some small-scale retailers still rely on informal financial recording methods, which may affect their financial management practices (Abimbola, 2021; Van Sang, 2021).

These locations were also chosen because their registered rice retailers provide accessible and relevant respondents for the study. By examining both areas, the researchers aimed to determine the relationship between budgetary control and cost management among rice retailers. The findings may help retailers improve their financial management practices and support future research on the financial sustainability of small-scale businesses.

**Respondents and Sampling**

The respondents of this study were the rice retailers in Zamboanga del Sur, specifically business owners and/or individuals directly involved in budgetary control, purchasing, inventory control, and other financial management activities of rice retail operations, whose businesses procure rice from external suppliers for resale. The inclusion criteria were that respondents were actively operating a rice retail business within Pagadian City or the Municipality of Dumalinao, had at least one (1) year of experience in business operations, and were directly involved in financial decision making or cost-related activities of the business.

Stratified random sampling was used in selecting respondents. The method involves the division of the target population into strata and drawing of respondents randomly from each stratum. According to Stratton (2023), the use of probability sampling techniques ensures the minimization of selection bias and increases the generalizability of the results. Stratified random sampling guarantees that all the sub-populations in the target population are adequately represented in the sample.

Lists of registered rice retailers in the respective areas were provided by the Business Permits and Licensing Office (BPLO) of Pagadian City and the Municipality of Dumalinao, forming the sampling frame for the study. In this case, the target population was divided into two strata based on the municipalities or city where the rice retailers were based. Then, respondents were randomly drawn from each stratum depending on its representation within the total population until the sample size was attained. This strategy ensured that the resulting sample represented rice retailers of Pagadian City and Dumalinao, Zamboanga del Sur.

The BPLO lists identified 74 registered rice retailers in Pagadian City (n = 46) and the Municipality of Dumalinao (n = 28). Using Slovin's formula, the required sample size was 63 respondents. Of the 74 retailers, 65 returned completed and usable questionnaires; five potential respondents declined to participate and some additional retailers were not reached. Respondents were considered reliable sources of information because they directly handle budgetary control, purchasing, inventory control, and other financial management activities relevant to the study.

**Research Instrument**

The study used a structured, close-ended questionnaire as the primary instrument for data collection. The survey items were adapted from previous studies (Ebimbowei & Edisebra, 2025; Palero et al., 2024). A close-ended format was used so that respondents could select from predetermined response options, which ensured consistency in responses and facilitated statistical analysis.

The researchers administered the questionnaires personally through a paper-based survey. The researchers explained the purpose of the study and provided instructions before respondents answered the questionnaire.

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Respondents checked the appropriate option for each item. To ensure clarity and better understanding, the questionnaire could be translated into Filipino and/or Cebuano while preserving the original meaning of the statements. The questionnaire consisted of three sections. Section A gathered the demographic profile of the respondents, including relevant business information. Section B measured the extent of Budgetary Control practices among rice retailers in terms of Budget Planning, Budget Coordinating, and Budget Monitoring. Section C measured the extent of Cost Management Practices in terms of Cost Planning, Cost Control, and Cost Reduction. The budgetary control section comprised 15 items (five each for budget planning, budget coordinating, and budget monitoring), adapted from Appah and Ayabina (2025). The cost management section comprised 16 items (five for cost planning, five for cost control, and six for cost reduction), adapted from Rujumba (2026).

Responses were analyzed using the four-point Likert scale in Table 1. The hypothetical mean ranges used to interpret Budgetary Control and Cost Management (Table 2) were adapted from Appah and Ayabina (2025) and Rujumba (2026), respectively. The scale used to interpret the strength and significance of the relationship between the two variables (Table 3) was adapted from Lind et al. (2024).

**Table 1**

*Likert Scale for Budgetary Control and Cost Management*

| Scale | Interpretation |
|---|---|
| 4 | Strongly Agree |
| 3 | Agree |
| 2 | Disagree |
| 1 | Strongly Disagree |

Table 1 presents the four-point Likert Scale used in the questionnaire to measure the respondents' level of agreement on the extent of Budgetary Control and Cost Management practices. A scale of 4 indicates Strongly Agree, 3 for Agree, 2 for Disagree, and 1 for Strongly Disagree. This scale was adapted from the studies of Appah and Ayabina (2025) and Rujumba (2026).

**Table 2**

*Hypothetical Mean Range for Budgetary Control and Cost Management*

| Range | Verbal Description | Response Category |
|---|---|---|
| 3.26–4.00 | Strongly Agree | Very High |
| 2.51–3.25 | Agree | High |
| 1.76–2.50 | Disagree | Low |
| 1.00–1.75 | Strongly Disagree | Very Low |

Table 2 shows the hypothetical mean ranges used to interpret the computed mean scores for both Budgetary Control and Cost Management. A mean ranging from 3.26 to 4.00 corresponds to Strongly Agree with a Very High response category, while a mean of 1.00 to 1.75 is interpreted as Strongly Disagree with a Very Low among the respondents.

**Table 3**

*Pearson r Scale for the Relationship Between Budgetary Control and Cost Management*

| Value | Interpretation |
|---|---|
| ±1.00 | Perfect Correlation |

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| | |
|---|---|
| ±0.81–0.99 | Very Strong |
| ±0.61–0.80 | Strong Correlation |
| ±0.41–0.60 | Moderate Correlation |
| ±0.21–0.40 | Weak Correlation |
| ±0.01–0.20 | Weak Correlation |
| 0 | No Correlation |

Table 3 presents the Pearson "r" scale adapted from Lind et al. (2024), which is used to determine the strength and direction of the relationship between Budgetary Control and Cost Management. A value of ±1.00 indicates a Perfect Correlation, while a value of 0 signifies No Correlation. This scale guides the interpretation of the Pearson correlation coefficient computed in the study.

**Data Gathering Procedure**

The researchers followed a systematic data gathering process to obtain reliable and relevant data. First, a letter was secured from the Dean of the College of Business Education, noted by the course instructor. This letter was submitted to the Pagadian City Mayor Office and the Municipality of Dumalinao Mayor Office to obtain the list of rice retailers.

Once approved, the researchers randomly selected respondents using the stratified random technique. A formal request letter for each business establishment was prepared and signed by the researchers, endorsed by the research adviser, noted by the Dean, and approved by the School President.

Once permission had been granted, the researchers personally distributed the survey questionnaires with the letters outlining the purpose and scope of the study, to the selected owners of rice retail business in Zamboanga del Sur. After data collection, the completed questionnaires were retrieved, tallied, analyzed, and interpreted.

**Statistical Treatment**

The researchers used a variety of statistical techniques to analyze the quantitative, correlational data gathered from the questionnaire. Likert-scale responses were measured numerically from the extent of budgetary control and cost management of rice retailers, while demographic data were gathered to give contextual information from respondents. To meet the study's criteria and understand how the variables relate to each other, the data were organized, categorized, and formatted.

The data were analyzed using correlational statistical methods. The responses were handled and analyzed using IBM SPSS (Statistical Package for the Social Sciences). The demographic data of the respondents were arranged through descriptive statistics, such as frequency, percentage, weighted mean, and standard deviation, to find out the degree of budgetary control and cost management. Moreover, the relationship between budgetary control and cost management of rice retailers was determined using the Pearson product-moment correlation coefficient (Pearson r) to confirm whether the relationship is statistically significant at the 0.05 level of significance.

**Ethical Considerations**

The study adhered to ethical standards in conducting research.

***Voluntary Participation***. This ensured that respondents were free to choose whether to take part in a study without being forced, pressured, or subjected to undue influence (Resnik, 2020). Participation was completely voluntary, and respondents were free to decline or leave at any moment without repercussions.

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***Informed Consent***. Respondents were provided with sufficient information about the study so they could decide whether or not to participate (Creswell & Creswell, 2018). The researchers explained the purpose of the study to respondents before obtaining their consent through a signed consent form.

***Anonymity***. This ensured that respondents could not be identified from the data gathered, safeguarding their private information (Saunders et al., 2019). The study also complied with the Data Privacy Act of 2012 (Republic Act No. 10173): no names or identifying information were revealed in the report, and the identities and company information of the rice retailers remained private.

***Beneficence***. This is the ethical duty to maximize potential benefits and limit potential damage to study respondents (Beauchamp & Childress, 2019). The researchers ensured that the data collection procedure did not interfere with the rice retailers' business operations and that the results could lead to better cost management and budgetary practices.

***Integrity and Honesty***. This requires researchers to gather, examine, and report data honestly and accurately, without fabrication, falsification, or misrepresentation (Resnik, 2020). The researchers presented the data and findings objectively and ensured that every result reflected the respondents' responses.

By observing these considerations, the study upheld the dignity, rights, and welfare of its respondents.

## RESULTS

Of the 74 registered rice retailers, 65 returned complete and usable questionnaires, exceeding the 63 respondents required by Slovin's formula. The results below are presented by variable and interpreted using the mean ranges in Table 2.

**Extent of Budgetary Control**

**Budget Planning**

**Table 4**

*Extent of Budgetary Control in Terms of Budget Planning*

| Rating Statement | Mean | SD | Interpretation |
|---|---|---|---|
| 1. Budget planning aligns with the financial goals of our rice retail business. | 3.69 | 0.5 | VHE |
| 2. Budget planning assists the cash flow management of our rice retail business. | 3.63 | 0.49 | VHE |
| 3. Budget planning supports innovation and growth in the proper cash flow management of our rice retail business. | 3.55 | 0.61 | VHE |
| 4. Budget planning ensures that our rice retail business adheres to its budgeted spending. | 3.57 | 0.64 | VHE |
| 5. Budget planning reduces the cost of running our rice retail business through a proper budgetary control system. | 3.72 | 0.63 | VHE |
| **Overall Budget Planning** | **3.63** | **0.4** | **VHE** |

*Note.* Hypothetical mean range: 1.00–1.75 = Very Low Extent (VLE); 1.76–2.50 = Low Extent (LE); 2.51–3.25 = High Extent (HE); 3.26–4.00 = Very High Extent (VHE).

Table 4 presents the degree of budgetary control observance among rice retailers in terms of budget planning. The results show an overall weighted mean of 3.63 and a standard deviation of 0.40, interpreted as Very High Extent. The statement regarding the importance of proper control systems in reducing operating costs obtained the highest mean of 3.72, while the statement concerning planning that supports innovation, growth, and

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proper cash flow management received the lowest mean of 3.55. Both statements were interpreted as Very High Extent, indicating that respondents consistently observe budget planning practices in their businesses.

**Budget Coordinating**

**Table 5** *Extent of Budgetary Control in Terms of Budget Coordinating*

| Rating Statement | Mean | SD | Interpretation |
|---|---|---|---|
| 1. Budget coordinating develops a comprehensive plan that aligns with the goals and objectives of our rice retail business. | 3.6 | 0.84 | VHE |
| 2. Budget coordinating implements budget plans and manages the financial resources of our rice retail business. | 3.57 | 0.71 | VHE |
| 3. Budget coordinating promotes transparency and accountability in financial management. | 3.54 | 0.75 | VHE |
| 4. Budget coordinating provides accurate financial information for informed decisions. | 3.52 | 0.75 | VHE |
| 5. Budget coordinating enhances financial discipline and responsibility. | 3.65 | 0.6 | VHE |
| **Overall Budget Coordinating** | **3.58** | **0.57** | **VHE** |

*Note.* Hypothetical mean range: 1.00–1.75 = Very Low Extent (VLE); 1.76–2.50 = Low Extent (LE); 2.51–3.25 = High Extent (HE); 3.26–4.00 = Very High Extent (VHE).

Table 5 presents the extent of observance of budgetary control in terms of budget coordinating. The overall weighted mean of 3.58 (SD = 0.57) is interpreted as "Very High Extent," which means respondents consistently observe coordination practices in their budgetary activities. The standard deviation, which is low relative to the mean, shows that responses were fairly uniform, so the high rating reflects a shared practice rather than the views of a few respondents. The highest-rated item was "Budget coordinating enhances financial discipline and responsibility" (M = 3.65, Very High Extent). The lowest-rated item was "Budget coordinating provides accurate financial information for informed decisions" (M = 3.52, Very High Extent). The gap between the highest and lowest items was only 0.13, so all items were observed to a comparable degree.

**Budget Monitoring**

**Table 6** *Extent of Budgetary Control in Terms of Budget Monitoring*

| Rating Statement | Mean | SD | Interpretation |
|---|---|---|---|
| 1. Budget monitoring provides financial tracking of actual expenditures and revenues against budgeted amounts. | 3.6 | 0.66 | VHE |
| 2. Budget monitoring identifies and analyzes differences between actual and budgeted amounts. | 3.49 | 0.59 | VHE |
| 3. Budget monitoring addresses budget variances and ensures alignment with the financial goals of our rice retail business. | 3.54 | 0.69 | VHE |
| 4. Budget monitoring provides regular financial reports to the management of our rice retail business. | 3.63 | 0.63 | VHE |
| 5. Budget monitoring optimizes resource allocation and reduces waste. | 3.74 | 0.44 | VHE |
| **Overall Budget Monitoring** | **3.6** | **0.45** | **VHE** |

*Note.* Hypothetical mean range: 1.00–1.75 = Very Low Extent (VLE); 1.76–2.50 = Low Extent (LE); 2.51–3.25 = High Extent (HE); 3.26–4.00 = Very High Extent (VHE).

Table 6 shows the degree of budgetary control through budget monitoring. The average score of 3.60, SD of 0.45, denotes Very High Extent. Out of the five indicators used, the optimization of resource allocation and

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avoidance of waste had the highest average score of 3.74, while the analysis of variances between actual and budgeted values had the lowest average score of 3.49.

**Summary of Budgetary Control**

**Table 7** *Summary of the Extent of Budgetary Control*

| Indicator | Mean | SD | Interpretation |
|---|---|---|---|
| Budget Planning | 3.63 | 0.4 | VHE |
| Budget Coordinating | 3.58 | 0.57 | VHE |
| Budget Monitoring | 3.6 | 0.45 | VHE |
| **Grand Mean** | **3.6** | **0.38** | **VHE** |

*Note.* Hypothetical mean range: 1.00–1.75 = Very Low Extent (VLE); 1.76–2.50 = Low Extent (LE); 2.51–3.25 = High Extent (HE); 3.26–4.00 = Very High Extent (VHE).

Budgetary control as a whole obtained a grand mean of 3.60 (SD = 0.38), interpreted as Very High Extent (Table 7). Budget planning obtained the highest mean (3.63), followed by budget monitoring (3.60) and budget coordinating (3.58); all three indicators were interpreted as Very High Extent.

**Extent of Cost Management**

**Cost Planning**

**Table 8** *Extent of Cost Management in Terms of Cost Planning*

| Rating Statement | Mean | SD | Interpretation |
|---|---|---|---|
| 1. We prepare detailed cost estimates before major purchases for our rice retail business. | 3.69 | 0.66 | VHE |
| 2. We develop annual cost budgets for our business. | 3.52 | 0.79 | VHE |
| 3. We forecast future costs regularly. | 3.57 | 0.68 | VHE |
| 4. We identify all cost elements in our operations. | 3.52 | 0.62 | VHE |
| 5. We plan for seasonal cost variations. | 3.48 | 0.87 | VHE |
| **Overall Cost Planning** | **3.56** | **0.48** | **VHE** |

*Note.* Hypothetical mean range: 1.00–1.75 = Very Low Extent (VLE); 1.76–2.50 = Low Extent (LE); 2.51–3.25 = High Extent (HE); 3.26–4.00 = Very High Extent (VHE).

Table 8 presents the degree of cost management observance among rice retailers in terms of cost planning. The results show an overall weighted mean of 3.56 and a standard deviation of 0.48, interpreted as "Very High Extent." Among the indicators, preparing detailed cost estimates before major purchases obtained the highest mean of 3.69, while planning for seasonal cost variations received the lowest mean of 3.48. Both indicators were interpreted as "Very High Extent," indicating that rice retailers consistently practice cost planning in their business operations.Cost Control

**Table 9** *Extent of Cost Management in Terms of Cost Control*

| Rating Statement | Mean | SD | Interpretation |
|---|---|---|---|
| 1. We monitor actual costs against budgeted costs. | 3.65 | 0.69 | VHE |
| 2. We track expenses for different business activities. | 3.65 | 0.67 | VHE |
| 3. We investigate reasons for cost overruns. | 3.59 | 0.71 | VHE |
| 4. We have approval procedures for major expenditures. | 3.68 | 0.56 | VHE |

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| | | | |
|---|---|---|---|
| 5. We maintain detailed cost records. | 3.65 | 0.76 | VHE |
| **Overall Cost Control** | **3.64** | **0.49** | **VHE** |

*Note.* Hypothetical mean range: 1.00–1.75 = Very Low Extent (VLE); 1.76–2.50 = Low Extent (LE); 2.51–3.25 = High Extent (HE); 3.26–4.00 = Very High Extent (VHE).

Table 9 presents the extent of observance of cost management in terms of cost control. The overall weighted mean of 3.64 (SD = 0.49) is interpreted as "Very High Extent," which means respondents regularly apply cost control practices. The low standard deviation shows that responses were closely clustered, so the high rating reflects a common practice across respondents. The highest-rated item was "We have approval procedures for major expenditures" (M = 3.68, Very High Extent). The lowest-rated item was "We investigate reasons for cost overruns" (M = 3.59, Very High Extent). The gap between the highest and lowest items was only 0.09, so all practices were observed to a similar degree.

**Cost Reduction**

**Table 10** *Extent of Cost Management in Terms of Cost Reduction*

| Rating Statement | Mean | SD | Interpretation |
|---|---|---|---|
| 1. We negotiate with suppliers for better prices. | 3.72 | 0.48 | VHE |
| 2. We seek alternative suppliers to reduce costs. | 3.68 | 0.56 | VHE |
| 3. We eliminate wasteful activities in our operations. | 3.7 | 0.49 | VHE |
| 4. We train employees to minimize waste. | 3.65 | 0.62 | VHE |
| 5. We maintain detailed cost records. | 3.72 | 0.65 | VHE |
| 6. We buy rice in bulk to get discounts. | 3.71 | 0.61 | VHE |
| **Overall Cost Reduction** | **3.7** | **0.4** | **VHE** |

*Note.* Hypothetical mean range: 1.00–1.75 = Very Low Extent (VLE); 1.76–2.50 = Low Extent (LE); 2.51–3.25 = High Extent (HE); 3.26–4.00 = Very High Extent (VHE).

Table 10 shows the extent of cost management regarding cost reduction. The total mean score of 3.70 and standard deviation of 0.40 indicates Very High Extent. The indicators with the highest mean score are negotiating with suppliers for better prices and keeping detailed cost records (3.72), while training employees to reduce waste scored the lowest mean score of 3.65.

**Summary of Cost Management**

**Table 11** *Summary of the Extent of Cost Management*

| Indicator | Mean | SD | Interpretation |
|---|---|---|---|
| Cost Planning | 3.56 | 0.48 | VHE |
| Cost Control | 3.64 | 0.49 | VHE |
| Cost Reduction | 3.7 | 0.4 | VHE |
| **Grand Mean** | **3.63** | **0.38** | **VHE** |

*Note.* Hypothetical mean range: 1.00–1.75 = Very Low Extent (VLE); 1.76–2.50 = Low Extent (LE); 2.51–3.25 = High Extent (HE); 3.26–4.00 = Very High Extent (VHE).

Cost management as a whole obtained a grand mean of 3.63 (SD = 0.38), interpreted as Very High Extent (Table 11). Cost reduction obtained the highest mean (3.70), followed by cost control (3.64) and cost planning (3.56); all three indicators were interpreted as Very High Extent.

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**Relationship Between Budgetary Control and Cost Management**

The null hypothesis of no significant relationship between budgetary control and cost management was tested with the Pearson product-moment correlation in SPSS at the 0.05 level of significance.

**Table 12** *Correlation Between Budgetary Control and Cost Management*

| Variables | r | p | Interpretation | Decision |
|---|---|---|---|---|
| Budgetary Control and Cost Management | 0.782 | < .001 | High Positive Correlation | Reject $H_0$ |

*Note.* Interpretation of r: 0.00–0.20 = Negligible; 0.21–0.40 = Low; 0.41–0.60 = Moderate; 0.61–0.80 = High; 0.81–1.00 = Very High.

As shown in Table 12, the correlation between budgetary control and cost management was r = 0.782 with a p value below the 0.05 level of significance (p < .001). The null hypothesis was therefore rejected, and a significant relationship between the two variables was established. The positive coefficient indicates that both variables change in the same direction, and its magnitude indicates a high correlation.

# DISCUSSION

**Budgetary Control**

**Budget Planning**

These findings suggest that rice retailers in Zamboanga del Sur place considerable importance on planning their financial resources, anticipating expenses, and allocating funds for business operations. The high rating for proper control systems may indicate that retailers recognize the importance of monitoring expenses to avoid unnecessary costs. Meanwhile, although cash flow planning, innovation, and growth received the lowest rating, its interpretation still indicates that these practices are observed to a very high extent. This suggests that retailers generally recognize the value of planning their finances to support daily operations and business continuity. These findings are consistent with studies indicating that budgetary practices contribute to financial discipline, efficient resource allocation, and improved financial performance (Tie, 2026; Choudhary & Singh, 2025). Overall, the results highlight the importance of budget planning in helping rice retailers manage their financial resources and control operating costs.

**Budget Coordinating**

Respondents rated the item on coordinating to enhance financial discipline and responsibility highest. A probable reason is that coordinated budgetary control assigns spending limits and accountability to specific units or persons, so respondents see directly how it keeps expenditures within approved allocations. The item on providing accurate financial information for informed decisions was rated lowest. Its relatively lower mean may be because accurate information depends not only on coordination but also on the quality of record-keeping, the timeliness of reports, and the ability of staff to interpret them. These factors may be outside the coordinating function itself.

The results are supported by existing literature emphasizing the importance of effective budgetary control in financial management and organizational performance. Nwanyanwu and Ogbonnaya (2018) found a significant positive relationship between budgetary control and financial performance among small and medium-sized enterprises in Rivers State, supporting the idea that disciplined budget practices turn into tangible financial outcomes Similarly, Tie (2026) examined budget control among Russian enterprises and reported mean scores in the very high range and significant positive correlation between budget control and financial performance, with resource allocation efficiency serving as a key mediating factor. These findings reinforce the idea that budget coordination practices, particularly in promoting financial discipline and

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generating reliable financial information, are closely tied to improved organizational financial outcomes, which is consistent with the very high observance stated in the study.

**Budget Monitoring**

Despite the high ratings of all indicators, it can be noted that the analysis of budget variances is the relatively weaker indicator of budget monitoring among participants. The highest rated statement signifies that there is careful allocation of financial resources and attempts to reduce waste among rice retailers. Indeed, such an issue becomes very relevant in rice retailing since managers should carefully consider expenses while keeping enough stock of products to meet customers' demands. Efficient resource allocation allows concentrating on important aspects, while minimizing waste helps to avoid losses. Such practice coincides with financial planning and monitoring mentioned by Appah and Ayabina (2025) and related to management of financial resources and cash flow.

On the other hand, the lowest rated statement suggests that more attention should be paid to the analysis of variances between budgeted and actual values of revenues and expenses. Despite the very high rating, regular comparisons of planned and actual figures may help retailers to find any deviations in their business operation. Introduction of simple sheet for budget monitoring that contains budgeted amount, actual figure, variances and possible reasons can be helpful. The weekly/monthly review of such records can allow for finding unexpected expenses, sales shortfalls or any changes in operating costs.

To sum up, it can be noted that rice retailers use budget monitoring to a Very High Extent. They have a high degree of resource allocation and waste avoidance. However, further development of budget variances analysis may be useful to improve budget monitoring practices.

**Overall Budgetary Control**

The very high grand mean for budgetary control suggests that respondents consistently practice planning, coordinating, and monitoring of their financial activities. This implies that the respondents place high value on planning their budgets before performing their financial activities. Proper budgets planning enables businesses to monitor expenses, give resources based on their priority, and set financial goals that can guide their operations. Thus, continuous budget planning can help respondents manage their resources and exert better decisions over their financial activities.

In contrast, budget coordinating acquired the lowest mean of 3.58, although it still belongs to the "very high extent" rating. It means that the respondents also regularly coordinate their budgetary activities, but slightly less frequent compared to budget planning and monitoring. It might suggest that even though the respondents pay attention to the preparation and monitoring of their budgets, the coordination between the participants in the budgetary process still can be improved. However, relatively close means among three indicators prove that the respondents frequently observe budget planning, coordinating, and monitoring. In general, the very high grand mean indicates that the respondents apply budgetary control practices consistently, which allows them to properly allocate resources, monitor their financial operations, and contribute to the achievement of their business goals.

The overall findings on budgetary control can be related to the constructivist theory, which emphasizes that individuals develop understanding and meaning through their experiences and interactions within their own contexts. Planning, coordinating, and monitoring are used in this study to gauge budgetary control because they show how rice retailers use financial management techniques in their day to day operations. The degree to which respondents engage in these activities in their businesses is indicated by the results, which is interpreted as "Very High Extent". Because the budgetary practices are influenced by their personal experiences, business circumstances, and financial needs, this lends support to the constructivist viewpoint. As a result, the results show how rice retailers develop and use their knowledge of budgetary control in their daily operations and financial choices.

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**Cost Management**

**Cost Planning**

These findings suggest that rice retailers in Zamboanga del Sur place importance on estimating expenses before making business decisions. The highest-rated indicator implies that retailers give considerable attention to anticipating costs, which may help them allocate funds appropriately and avoid unnecessary expenditures. However, the lowest-rated indicator suggests that planning for seasonal cost changes may receive comparatively less attention, particularly when prices, supply, and customer demand fluctuate. Despite this, its rating indicates that the practice is still observed to a very high extent. These findings are consistent with studies highlighting the importance of financial planning and budgeting in promoting financial discipline and efficient resource allocation (Angee et al., 2026; Ebhota et al., 2024). Overall, effective cost planning may help rice retailers manage expenses, use financial resources efficiently, and maintain business operations.

**Cost Control**

Respondents rated the existence of approval procedures for major expenditures highest. A probable reason is that approval procedures are formal, visible and easy to enforce. Large expenditures usually need a signature or authorization before payment, so respondents can readily confirm that this practice is followed. Investigating the reasons for cost overruns was rated lowest. Its slightly lower mean may be because investigating overruns happens only after a variance occurs, and it takes more time, records and analysis than a routine approval step. Some overruns may also be accepted or corrected without a formal investigation. This suggests that the businesses are stronger at preventing excess spending than at examining it afterward.

Monitoring actual costs, tracking expenses, investigating cost overruns, and maintaining detailed cost records help businesses manage their costs. This is supported by Ali-Momoh et al. (2022), who studied variance analysis and the financial performance of manufacturing firms in Nigeria and found that overhead, labor, and material cost variances affect financial performance, emphasizing the value of closely tracking the difference between budgeted and actual costs. Nabiryo (2023) found that although organizations had established guidelines for managing and reviewing costs, the effectiveness of their cost monitoring practices was still lacking in some areas. These findings support the result of the study, particularly the very high observance of practices involving expenditure monitoring, cost control, and the management of financial resources

**Cost Reduction**

Even though all the indicators fall under Very High Extent, the findings imply that employee training around cost reduction is less common among the respondents.

The indicators with the highest scores suggest that rice retailers give much consideration to getting better prices for the purchases and keeping expense records. Negotiations with suppliers may help retailers manage their purchasing expenses, while cost recordkeeping will allow them to monitor expenses and reduce unnecessary ones. Purchasing large quantities of supplies (another indicator with the highest mean score of 3.71) may help retailers get discounts and control expenses.

On the contrary, training employees to reduce waste gave the lowest mean score of 3.65. Even though this indicator also indicates Very High Extent, this suggests a possibility to improve the practice of involving employees in cost reduction. Rice retailers may train their employees to properly handle, store, rotate inventory, and prevent any rice losses or spills. They may also introduce easy-to-use systems for recording the losses. These actions may help to make employees aware of the impact of daily operations on business expenses.

These findings match the cost management practices described by Rujumba (2026) and related to cost planning, cost control, and cost reduction as important aspects of managing business expenses. Overall, it can be concluded that rice retailers are engaged in cost reduction to a Very High Extent, namely supplier

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negotiation and cost recordkeeping. However, improving employee training may additionally support cost reduction practices.

**Overall Cost Management**

The very high grand mean for cost management implies that respondents apply cost planning, cost control, and cost reduction in their business operations. Cost reduction, the highest-rated indicator, suggests that respondents give significant importance to reducing costs in their business operations. A business achieves good results by implementing cost reduction practices consistently to ensure use of funds will be spent carefully. Cost reduction will increase the firm's ability of cost management and enable the business to keep on operating without loss of any profit. Therefore, by consistently applying cost reduction strategies, businesses operates efficiently and sustainable.

Cost planning, the lowest-rated indicator, suggests that respondents plan their costs consistently but slightly less than they practice cost control and cost reduction. Overall, the very high grand mean shows that the respondents consistently practice cost management which may help them to use their resources efficiently, to control unnecessary expenses, as well as to support the financial performance and sustainability of their businesses.

The overall findings on cost management with the very high grand mean of 3.63, supports the idea of Constructivism Theory, which explains that individuals build knowledge and competence through experience and practice and not just by being taught. This is shown in how cost reduction is the highest rated indicator, reveals that individuals have learned through actual practice on how to allocate their resources wisely. Meanwhile, the lower yet still very high mean of cost planning suggests that respondents are still developing through actual practice how to manage costs, reinforcing the constructivist view that competence develops progressively through ongoing practice and experience. Taken together, these results illustrate that the respondents' cost management practices were built through active hands-on engagement with their financial operations over time, which supports the relevance of Constructivism Theory in explaining how respondents continuously construct and refine their cost management competencies within the framework of this study.

**Relationship Between Budgetary Control and Cost Management**

The findings provide support for the conceptual framework of the study, which proposes a relationship between budgetary control and cost management among rice retailers. The results revealed strong positive and statistically significant relationship between budgetary control and cost management, as indicated by the correlation coefficient of $r = 0.782$ and a significance value of $p < .001$. This means that higher levels of budgetary control are associated with higher levels of cost management among rice retailers. The significant result supports the assumption presented in the conceptual framework that budgetary control is related to cost management. In practical terms, rice retailers who effectively plan, monitor, and control their budgets are more likely to practice effective cost management, such as monitoring expenses, controlling costs, and managing financial resources. Therefore, the statistical finding confirms the proposed relationship between the variables in the conceptual framework and demonstrates that budgetary control is an important factor associated with cost management among rice retailers.

**Implications**

The findings of the study provide insights into the budgetary control and cost management practices of rice retailers in Pagadian City and Dumalinao. The findings may assist rice retailers and those in charge of running their business in identifying their areas of strength and improvement in terms of budgetary planning, budgetary coordinating, budgetary monitoring, cost planning, cost control, and cost reduction. These results could be the foundation for better financial decision-making and resource efficiency in their company's operations.

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The results may also help students of management accounting understand how budgetary control and cost control are applied in local firms, and could serve as supplementary material in management accounting, cost accounting, and budgetary control courses.

## CONCLUSION

Rice retailers in Pagadian City and Dumalinao practiced budgetary control (grand mean = 3.60) and cost management (grand mean = 3.63) to a Very High Extent. Among the indicators of budgetary control, budget planning was rated highest and budget coordinating lowest; among the indicators of cost management, cost reduction was rated highest and cost planning lowest. Budgetary control and cost management were significantly and positively related ($r = 0.782$, $p < .001$), indicating that stronger budgetary control practices are associated with stronger cost management. These practices help rice retailers manage their resources effectively, keep costs monitored, and sustain business operations. Because of time and resource limitations, other factors outside the scope of this study may also influence business performance, and the findings are limited to the registered rice retailers who participated.

Based on these findings, rice retailers are encouraged to maintain their current practices while strengthening the areas rated relatively lower: coordinating financial operations among business personnel, regularly examining differences between actual and budgeted amounts, investigating the causes of cost overruns, and allowing for seasonal variations in cost estimates. Local government units and business support agencies may

use the findings as a basis for financial management and business development programs for rice retailers, and academic institutions may partner with local retailers through seminars and workshops and incorporate local small-business cases into management accounting instruction. Future research may examine pricing strategies, inventory control, cash flow management, financial performance, profitability, and the effect of rice price fluctuations, and may use larger populations, other localities, or qualitative methods.

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