



**Arab American University
Faculty of Graduate Studies**

**Discretionary and Capital Budgets and their Impact on the
Sustainability of Small and Medium-Sized Enterprises in
Palestine.**

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**This thesis was submitted in partial fulfillment of the
requirements for the Master`s degree in Accounting &
Auditing**

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Thesis Approval

Discretionary and Capital Budgets and their Impact on the Sustainability of Small and Medium-Sized Enterprises in Palestine.

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This thesis was defended successfully on 28/5/2024 , and approved by:

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Declaration

I, FADI Mohammad Mustafa ARAJ, affirm that the thesis presented here is the result of my original work (except where acknowledgments indicate otherwise). Furthermore, I confirm that neither the entire work nor any portion of it has been, is currently being, or will be submitted for another degree at this university or any other academic institution. I grant the university full permission to reproduce the entire contents, or any part thereof, in any manner deemed necessary for research purposes.

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Acknowledgments

To those who are dearest to my heart and influential in my approach to life, a symbol of giving and sacrifice, who wanted goodness and a future for me, my mother and father who are dear to my heart, who went on the road with me, without getting tired or bored, and to my dear brother behind bars and my dear sister, and to the dearest and closest thing I have. To the heart and mind of my family, my friends, my teachers, and all of you, I dedicate this achievement.

To our beloved university, the first pillar of education, the beacon of beautiful knowledge, our proud and loyal university with its faculties and professors who were patient and endured with us the path of light and the arduous path of knowledge, I dedicate this reward to you.

And to the wonderful, stubborn, and struggling professor, Professor Zahran Daraghmeh, who paved the way to light for me, and was with me the best doctor, the best supervisor, and the best exponent of experience and approach and gave you this achievement.

Abstract

This study aimed to identify the estimated and capital budgets and their impact on the sustainability of small and medium enterprises in Palestine, and to identify their dimensions and results, and to study their phenomena by identifying the concept of estimated and capital budgets, and the extent of the impact of these budgets on the sustainability of small and medium enterprises in Palestine according to demographic variables (academic qualification), job title, years of experience, and to achieve the objectives of the thesis, the descriptive analytical approach was used. A questionnaire was designed and used as a measurement tool and the validity of the tool was verified by presenting it to experienced and competent arbitrators. 359 questionnaires were distributed to small and medium enterprises in Palestine, and they were retrieved, coded, entered into the computer and processed statistically using the statistical analysis program.

The study reached the following results: -

- 1- Budgets contribute to identifying available alternatives through their contribution to the optimal utilization of resources and predicting the future, which enhances sustainability.
- 2- Budgets work to improve financial control through their contribution to detecting and identifying deviations, which enhances sustainability.

3- Budgets contribute to improving planning efficiency by defining work goals and anticipating the future, which enhances sustainability.

4- Budgets contribute to improving financial decision-making by properly defining expected goals, which enhances sustainability.

The study recommended several recommendations, the most important of which are: -

1- Urging companies to prepare budgets to enhance their sustainability.

2- The necessity of relying on budgets when making financial decisions and proper project planning and the process of identifying available alternatives, which enhances sustainability.

3- Palestinian institutions must use the method of participation in preparing budgets according to accounting methods, which raises their level of performance, in addition to setting realistic goals in budgets that can be achieved.

4- The necessity of educating financial scholars and companies on the importance of preparing budgets.

Keywords: Estimated budgets, capital budgets, small and medium enterprises in Palestine.

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Chapter 1

Introduction

1.1 Background

In light of technological developments and the presence of many economic and financing changes that the world is witnessing today, the project environment has become characterized by an increasing degree of uncertainty, in addition to the presence of complexities in various activities, which led to the development of administrative and financial methods, and estimated budgets are among the quantitative methods in decision-making financing. It is also an effective tool for oversight, and an important tool for making future decisions and identifying available alternatives (Bin Zaaït, Bahriya, 2017).

Administrative and financing decisions are among the most important strategies that must be taken by business organizations, especially if this strategy serves the organization in developing its performance, achieving its goals, and maintaining its sustainability. Discretionary and capital budgets help decision makers distinguish between decisions related to financing and investment, and thus contribute more in the decision-making process (Al-Nour, 2017).

Where most companies and projects in the Middle East and developing markets suffer from great challenges and difficulties in achieving goals and setting strategies, where companies and projects currently live in an environment

characterized by great challenges, as the strong competition in the markets and the emergence of technological innovation forced companies and projects to remain in a difficult situation, as the current environment forces strong companies and projects to continue and survive through achieving performance and following up on activities and resources, in addition to proper planning and successful financial investment, which obligated companies and projects to set budgets that are considered as a detailed plan for translating information and quantitative data for a period of time to come. In some Middle East and developing markets, the subject of criticism, as some tended to the necessity of abandoning it, because of its reliance on translating quantitative data and ignoring qualitative data, but despite the existence of these contradictions, balances are the most used tool in the markets of the central eastern countries (Naamoun, Muhammad Ezz El-Din, 2015).

Small and medium enterprises in Palestine are considered one of the most important tributaries of the process of economic and social development in countries in general, and developing countries in particular, due to their primary role in the process of raising productive capacity on the one hand, and their role in contributing to finding solutions to the problem of poverty and unemployment on the other hand, and given the importance of projects small, this requires these projects to deal with the accounting function (Al-Hanini, 2018).

The value of budgets in Palestinian projects and institutions increases and their importance increases when resources are limited. Budgets in Palestinian institutions are considered a financial constitution, in addition to being a financial plan for a future period. It also includes revenues expected to be obtained, and expenditures expected to be disbursed. Budgets in Palestinian institutions are considered among the most important financial plans. In addition, budgets are considered the basic tool for evaluating and implementing policies for institutions. (Daraghmeh, Ghannam, 2023).

This study is considered one of the first studies in Palestine to measure the impact of discretionary and capital budgets on the sustainability of small and medium enterprises in Palestine. As the efficiency of administrative and financial decisions, the improvement of financial control, and the efficiency of planning all affect the sustainability of projects, in addition to Palestine's lack of saturation in the issue of budgets.

1.2 Research Problem

Administrative decisions represent the main weakness in the process of survival and continuity of small and medium enterprises (Ahmed, 2020), because it represents the solution or alternative that is chosen on the basis of a comparison

between several possible alternatives, in addition to financial decisions, it improves financial control and planning efficiency.

The problem of the study revolves around the impact of discretionary and capital budgets on the sustainability of small and medium enterprises in Palestine.

1.3 Research questions

Based on the study problem, the following main research question emerges

What is the impact of discretionary and capital budgets on the sustainability of small and medium-sized companies?

The main research question is divided into the following sub-questions

1. To what extent do discretionary and capital budgets contribute to improving the efficiency of determining the alternatives available to the decision maker in small and medium companies?
2. What is the role of discretionary and capital budgets in improving financial control in small and medium-sized companies?
3. What is the impact of discretionary and capital budgets on improving planning efficiency in small and medium-sized companies?

4. What is the impact of discretionary and capital budgets on financial decision-making in small and medium-sized companies?

1.4 The importance of the research and its justifications

The importance of the study lies in the following:

Theoretical importance

The importance of this study stems from the lack of awareness of some companies and projects about the importance of discretionary and capital budgets and their impact on the sustainability of small and medium enterprises in Palestine. This research will work to clarify both discretionary and capital budgets, in addition to understanding the extent of the importance of discretionary and capital budgets, as many studies have found. That discretionary and capital budgets play a major role in predicting the future and identifying and correcting deviations. This research also focuses on identifying the reality of small and medium-sized companies in Palestine and clarifying the extent of their dependence on preparing discretionary and capital budgets.

Practical importance

This study seeks to reach results and recommendations that contribute to increasing reliance on discretionary and capital budgets in small and medium-sized companies in Palestine in order to ensure the sustainability of these companies and projects.

1.5 Study Justifications

Perhaps the most important justification for this study is to answer the questions of this study and know the impact of discretionary and capital budgets on the sustainability of companies and small and medium enterprises in Palestine, and to know the extent to which discretionary and capital budgets contribute to improving the efficiency of identifying alternatives available to the decision maker, and improving the efficiency of planning and financial control, in addition to After returning to many previous studies, it became clear that there is a lack of research that has adopted the topic of budgets with sustainability in Palestine, as many studies have worked on measuring budgets with planning only, or financial performance only, or control only, so this research seeks development and renewal. Providing solutions to the crisis through the results and recommendations that will be reached in this study. In addition, the availability of many references in Arabic and English was a strong motivation for choosing this study.

1.6 Research objectives

This study is based on a main objective.

Determine the impact of discretionary and capital budgets on the sustainability of small and medium-sized companies.

A group of sub-objectives are branched from the main objective

1. Identify discretionary and capital budgets and know the extent to which they contribute to improving the efficiency of identifying alternatives available to the decision maker in small and medium-sized companies.
2. Identify the role of discretionary and capital budgets in improving financial control in small and medium-sized companies.
3. Identify the impact of discretionary and capital budgets in improving planning efficiency in small and medium-sized companies.
4. Identify the impact of discretionary and capital budgets on financial decision-making in small and medium-sized companies.

1.7 Conceptual Model

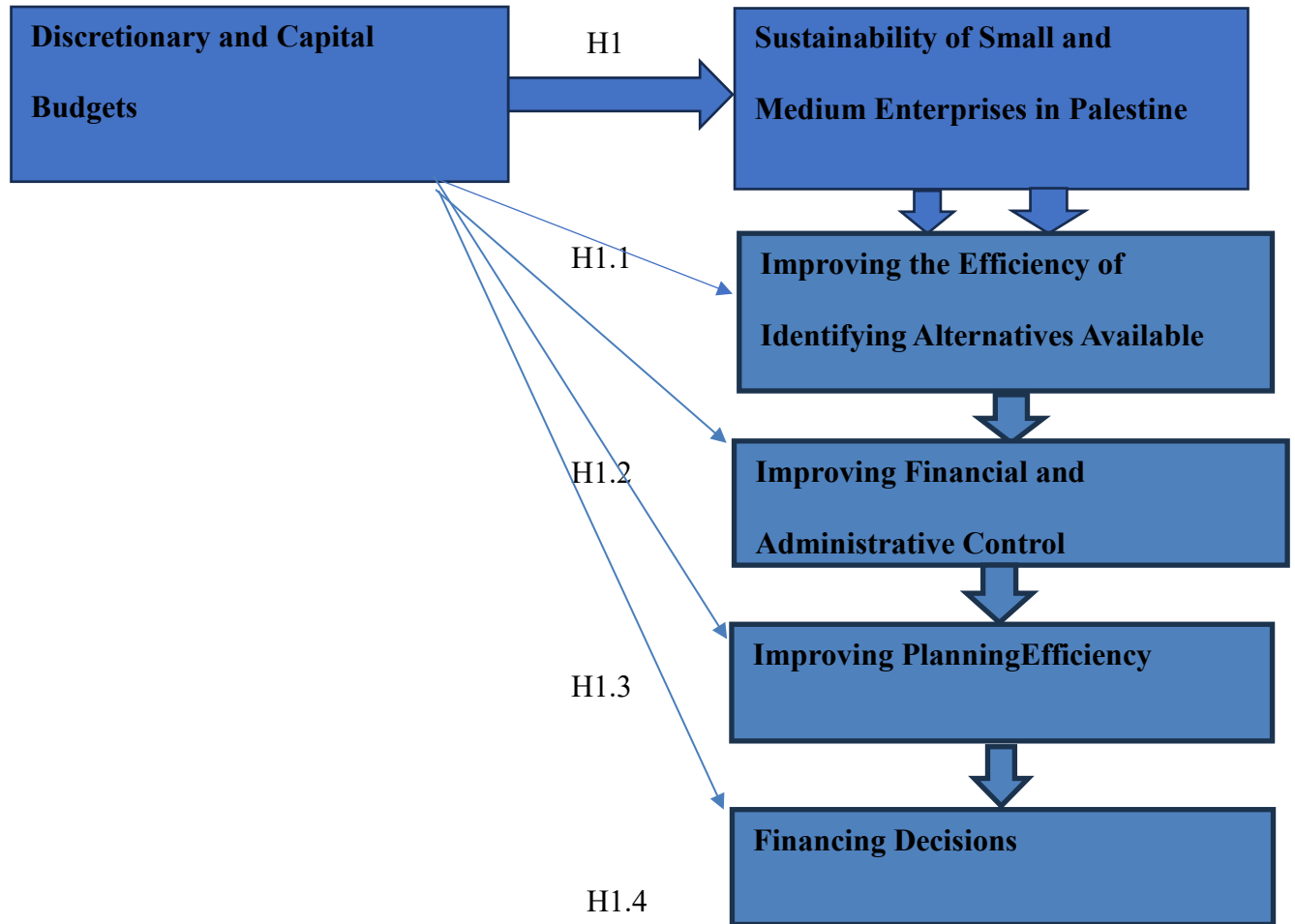


Figure NO (1): Study model

1.8 Research hypotheses

Based on the main study question, the main hypothesis for the study can be determined

H1: There is a statistically Significant relationship at the Significant level of $p \leq 0.05$ for discretionary and capital budgets to the sustainability of small and medium sized companies>

Based on the previous sub-questions, we can determine the following hypotheses

H1.1: There is a statistically Significant relationship at the Significant level of $p \leq 0.05$ for discretionary and capital budgets and their contribution to improving the efficiency of identifying alternatives available to the decision maker in small enterprises and medium.

H1.2: There is a statistically Significant relationship at the Significant level of $p \leq 0.05$ for discretionary and capital budgets and their contribution to improving control in small and medium sized companies.

H1.3: There is a statistically Significant relationship at the Significant level of $p \leq 0.05$ for discretionary and capital budgets and their contribution to improving planning efficiency in small and medium sized companies.

H1.4: There is a statistically Significant relationship at the Significant level of $p \leq 0.05$ for discretionary and capital budgets on financial decisions in small and medium sized companies.

1.9 Operational definition

1- The concept of discretionary budgets: a quantitative and numerical plan that is created and approved before a certain period, and it usually shows the expected revenues and expenditures expected to be achieved during this period. (Bin Zaaït, Al-Mowai, 1, 2017).

2- Capital budgets: It is the process of identifying, evaluating, planning and financing investment projects in the establishment, as the decisions of the capital budget are every decision that needs to be spent now to achieve a return in the future. (Bin Zaaït, Al-Mowai, 1, 2017).

3- Sustainability: It is a sound process for exploiting the available resources and working to benefit from them, and it consists of sustainability accounting, which is an information system that works on the two functions of measuring the environmental, social and economic performance of the establishment and submitting a report on the results of this measurement to ensure the evaluation of its contribution to achieving sustainable development (Badawi and Al-Beltagy, 2013).

4- Determining available alternatives: Alternatives mean solutions or means available to decision makers for each problem. (Ahmed, 2020).

Chapter 2

Conceptual Framework and Literature Review

2.1 Background

In this chapter, the theoretical framework will be presented, which explains what discretionary and capital budgets are, and the characteristics of each, in addition to the purpose of preparing these budgets, and the method of preparing them. Sustainability will also be identified. During this chapter, the following will be addressed:

2.2 Theoretical framework

The use of discretionary and capital budgets goes back to the past, and as a result of economic developments, there have been developments on these budgets, and at the present time, budgets have become one of the most important methods and methods on which successful project management is based, as budgets are future plans that contribute to detecting deviations and limiting their causes, and helping projects And facilities in discovering their weaknesses. (Bukhashaba, Linda, 2018).

Horngren defined discretionary budgets as a plan and a quantitative expression of actions, in addition to helping them achieve coordination and oversight (Buhali, 2013).

The Society of Certified Public Accountants in New York defined discretionary budgets as a future financial plan that presents certain estimates, as these estimates include future costs or revenues, or both (Al-Omari, 2005).

Estimated budgets have been defined as a combination of information and procedures and part of short-term plans, in addition to being a system for monitoring the various activities of projects and establishments, and an important part for evaluating performance. (Al-Fadl, Noor, 2002).

Based on the foregoing, researchers can define estimated budgets as a short-term future plan that is expressed in a numerical way in the form of sums of money, a unit of production, or an hour of work, aimed at coordination, control, and assistance in making decisions, and thus the sustainability and continuity of projects.

2.2.1 Estimated budget goals

The objectives of discretionary budgets are that they are a means and tool used to express the objectives that have been set (Ben Azzou, 2015). Despite the passage of time, studies have agreed on a set of fixed objectives for discretionary budgets, which are as follows: -

1) Planning

The study (Ben Azzo, 2015) explained that the planning process is one of the first goals of budgets at the project and facility levels, indicating that this is done through an organized approach that helps achieve commitment to long-term strategies for projects and facilities.

2) Format

The study (Ben Azzou, 2015) agreed with the study (Boualem Belkacem, 2020) that the coordination process is one of the objectives of discretionary budgets, as the study (Boualem Belkacem, 2020) clarified that the coordination process is considered one of the most important objectives of discretionary budgets, as it coordinates between various Activities of various projects and facilities and their management in order to achieve goals.

3) Censorship

The study (Al-Ayashi, Al-Sheikh, 2019) showed its agreement with previous studies, as the study clarified that the control process is characterized by its effective role as it is part of the estimated budgets, explaining that this is done by monitoring activities and comparing the actual results with the estimated results, in addition to identifying deviations and working to resolve them.

2.2.2 Characteristics of discretionary budgets

A group of studies agreed that the characteristics of discretionary budgets are as follows:

- 1) Estimated budgets are a quantitative expression that requires translating goals into quantities, and requires a great deal of work to provide and allocate all the resources necessary to accomplish and achieve them, as these resources must be available quantitatively and financially (Adoun et al., 2003)
- 2) The study (Ben Azzo, 2015) clarified that the goal of the budget is to achieve goals, and not just predict the future for the purpose of knowledge only. Therefore, the budget must be accompanied by a set of practical decisions and procedures, and therefore the estimated budgets must be in the form of a work program.
- 3) Returning to the previous two points, it becomes clear that the budget is a quantitative translation of practical decisions and procedures, so it is limited to a year or less. Therefore, the study (Ben Brah, Mustafa, 2008) showed that discretionary budgets are a short-term future plan, so they must be for a period A short period of time, usually a year or less.

2.2.3 Types of discretionary budgets

Estimated budgets in most companies and projects are divided into several types from several aspects.

1- The estimated budget in terms of time period (Aoun and Ayoub Ahmed, 2022).

- ✓ **Short-term budget:** This budget is concerned with one accounting period (next year).
- ✓ **Long-term budget:** This budget is concerned with a period exceeding an accounting period (5 to 10 years).

2- The estimated budget in terms of the nature of the field (Ben Brah, Mustafa, 2008).

- ✓ **Operating budget:** This budget is concerned with the process of careful planning of activities, the process of using them, and controlling the way they are used in a way that ensures their optimal exploitation.
- ✓ **Capital Budget:** This budget is concerned with the process of setting policies and planning the investment spending process for the economic unit.

3- Estimated budget in terms of activity level (Aoun and Ayoub Ahmed, 2022)

- ✓ **Fixed budget:** The budget is prepared based on one or several levels of activity
- ✓ **Flexible budgeting:** The budget is prepared based on a set of activity levels.

2.2.4 The importance of discretionary budgets

A study (Adoun et al., 2003) showed that the importance of discretionary budgets stems from their objectives and characteristics, as the first stage of goal planning is setting goals and translating them into quantities. Then the coordination process takes place between all activities and departments of the project or facility by including them and designing work programs. It helps project or facility management monitor activities and detect deviations, and the study (Ben Azzo, 2015) agreed with the study (Adoun et al., 2003) that in order for discretionary budgets to become more efficient and effective, they must be for a short period of time.

2.2.5 Conditions for preparing estimated budgets

Preparing estimated budgets requires the fulfillment of several conditions, including:

1. **Organizational status:** where tasks are required to be distributed among several parties (Ben Ezz, 2015).

2. Psychological police: It is required to provide motivation to workers (Adoun et al., 2003).

3. Normal situation: where information similar to accounting data is required (Adoun et al., 2003).

2.2.6 Principles of preparing estimated budgets

A group of previous studies agreed on the existence of a set of principles for preparing discretionary budgets, including:

1. The principle of comprehensiveness

This principle includes preparing estimated budgets in a way that includes all aspects of activities (Qarrah, Nour El-Din, 2017).

2. The principle of participation

This principle includes the participation of individuals because of its impact on understanding the behavior of participants in setting and preparing discretionary budgets (Boualem Belkacem, 2020).

3. The principle of binding

This principle includes clarifying the criteria for discretionary budgets and responsible centers (Ben Azzou, 2015).

4. The principle of financial expression

This principle includes covering estimated budgets for all aspects of activities within projects or establishments, whether they are in the process of production, employment, or sale (Ben Azzo, 2015).

2.2.7 Procedures for preparing estimated budgets

The study (Khales, 2000), the study (Mohamed, Hijazi, 2006), the study (Khalafallah, 2007), the study (Ben Azzou, 2015), and the study (Miknasi, Nour al-Huda, 2016) agreed on a set of procedures for preparing and preparing estimated budgets, including: -

1. The period for preparing estimated budgets is determined.
2. Estimates are prepared using statistical and internal forecasting methods.
3. Coordination must occur between other sub-balances.
4. Estimated budgets are made.

5. Establishing a committee responsible for coordinating the preparation of estimated budgets.
6. Feedback is provided to help identify and understand the causes of deviations and work to get them back on track.

2.2.8 Preparing estimated budgets.

Estimated budgets are prepared through three stages (Radi and Wagdi, 2006).

The first stage: preparation for preparing estimated budgets

The goal of this stage is to work on clarifying the status of the project or facility. This is done by collecting and analyzing information and setting financial and administrative goals and plans. This is the general framework for budgets.

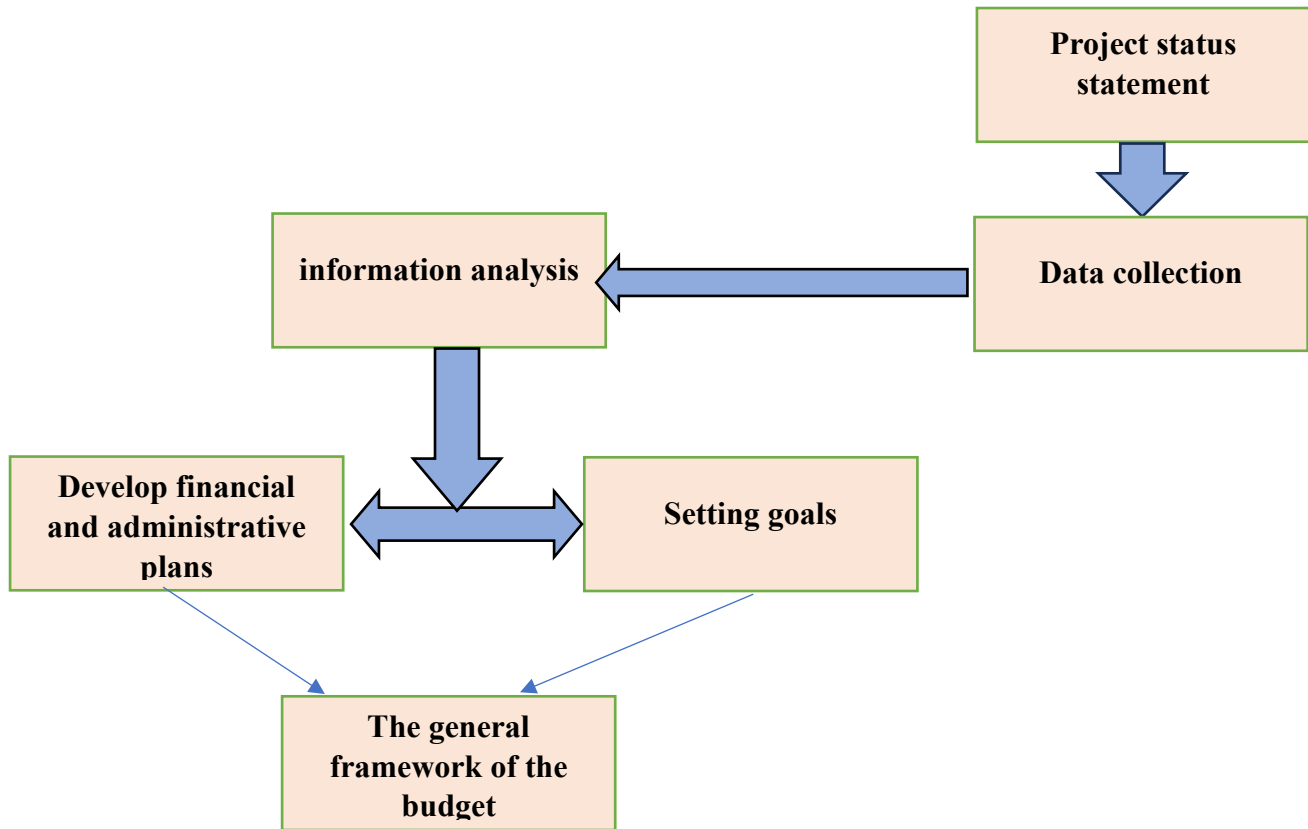


Figure No (2): Preparing estimated Budgets.

Source: Prepared by the researcher

The second stage: Estimated budgets are prepared according to the following:

(Aliyat, 2009, p. 47)

1. A table is created to prepare estimated budgets. This table includes work steps that include determining the level of budget preparation, the budget guide, and the timetable.

2. The methods for preparing estimated budgets and strategic plan procedures are clarified and explained to all supervisors of the responsible centers, and then the budget is prepared and delivered.

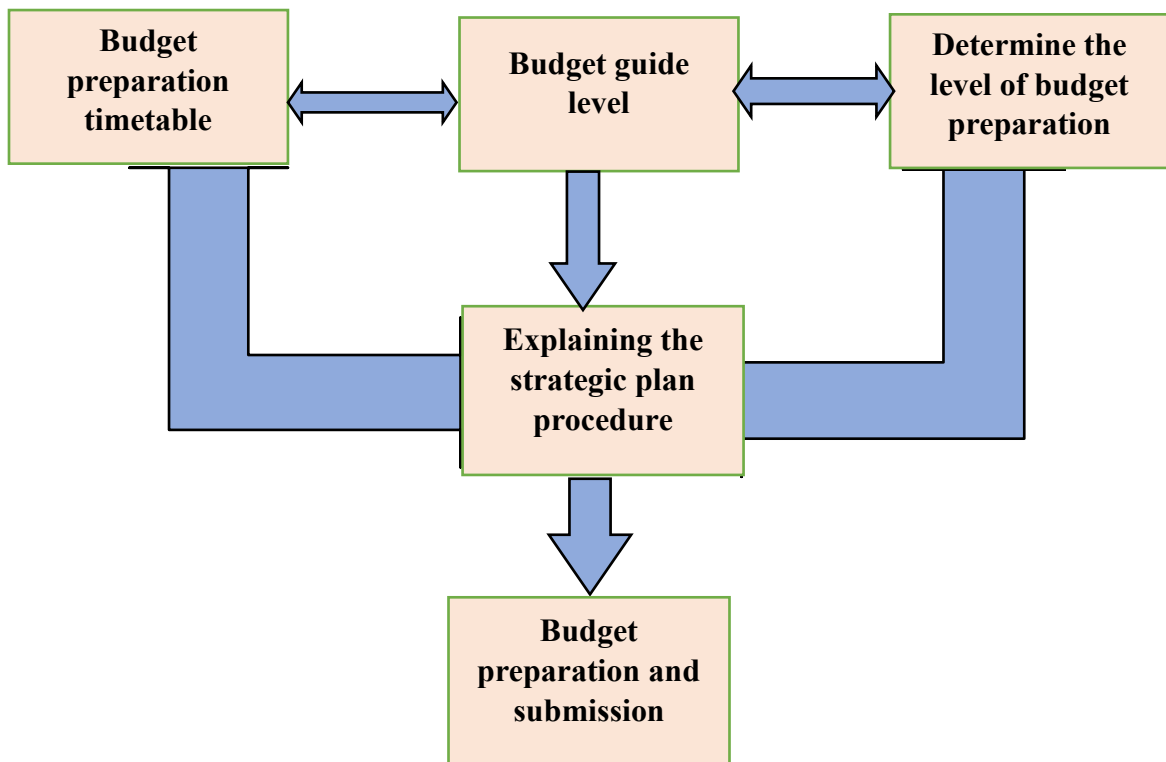


Figure No (3): Budget preparation level

Source: Prepared by the researcher

The third stage: This stage is important, as this stage requires the approval of senior management to approve the budget

This journey was completed through two aspects: -

The first aspect: approving the budget

The second aspect: Working to use the budget as a tool through which plans are implemented and monitoring the implementation of these plans

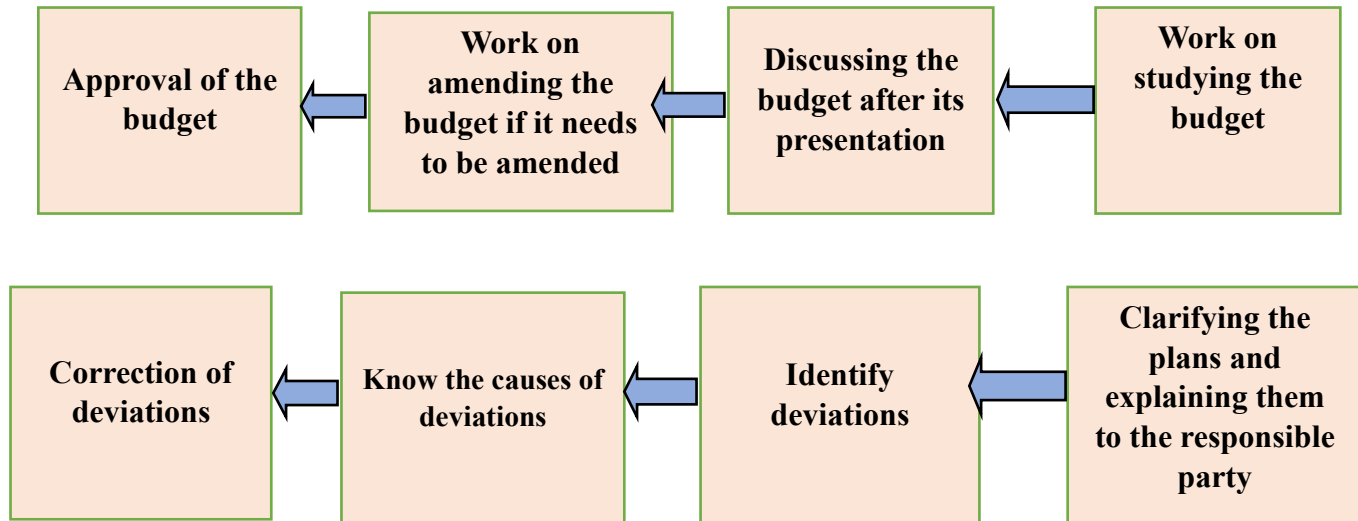


Figure No (4): approval of senior management to approve the budget.

Source: Prepared by the researcher

2.2.9 Capital budgets

Capital budgets are defined as a combination of a quantitative and financial plan for investment activities in the coming period, in addition to being a program and control over financial management (Abdul Rahman, 2017).

Capital budgets have also been defined as the investment agreement plan that the financial management is interested in to represent investment projects and make the right decisions in choosing the best projects (Abdul Rahman, 2017).

Capital budgets were also defined as the budget for all investment decisions, in addition to being long-term spending that is consumed over accounting stages (Nasiri, Bin Zawai, 2016).

By returning to the previous definitions, the researchers concluded that the capital budgets are a plan that is prepared by the financial department for projects or facilities, and this plan includes capital expenditure in fixed assets, and the financial department prepares it through analyzing the project and its activities and making appropriate decisions (Nasiri, Bin Zawai, 2016).

2.2.10 Purpose of capital budgets

A process through which planning is done to obtain long-term investments, and it falls within the responsibility of the financial department, as the financial department is responsible for preparing them, and that is done by carrying out the process of analyzing the project and making the necessary decisions (Al-Nasri, Ben Zaway, 2016).

2.2.11 Characteristics of capital budgets

Capital budgets are a plan for spending or capital decisions that seek long-term investments, and therefore these decisions require several characteristics:

- ✓ Capital budgets (capital decisions) are related to long-term obligations, meaning more than one year (Al-Sammarai Adnan, 1997).

- ✓ Capital budgets (capital decisions) are related to operations in which large amounts of money are available and require careful planning (Mohamed Qasim Khasawneh, 2010).
- ✓ The correct preparation of capital budgets (capital decisions) contributes to achieving the goals of projects and establishments (Al-Nasiri, Ben Zoe ,2016).
- ✓ Capital budgets (capital decisions) and their preparation in a planned and correct manner contribute to the growth of companies and projects (Al-Nasiri, Ben Zoe ,2016).
- ✓ Preparing capital budgets (capital decisions) requires proper and effective planning, because of its relationship with all risk indicators in the company or project, and therefore making wrong capital decisions can lead to the unsustainability of the company and the project (Mohamed Qasim Khasawneh, 2010).
- ✓ The application of capital budgets is characterized by the difficulty of reversing them, given that capital budgets are a plan consisting of a set of decisions that seek to obtain long-term investments, and among these investments are (assets) that are difficult to sell in the event of applying the budget and seeking to undo it (Al-Nasiri, Ben Zoe, 2016).
- ✓ The application of capital budgets is linked to the process of forecasting the future, and this process is one of the most difficult processes that the party

responsible for preparing the budget can undertake, as the capital budget is linked to long-term obligations for more than a year, it will lose part of the accuracy that will affect the forecasting Accurate revenues and costs(Al-Nasiri, Ben Zoe, 2016).

2.2.12 The importance of capital budgets

Preparing capital budgets helps in the process of evaluating investment projects, which helps management make the correct decision to accept or reject the project, because capital budgets give an initial idea of the feasibility of the project currently (<https://faculty.ksu.edu>)

Capital spending decisions are considered among the most important decisions that financial managers must make within projects or establishments, due to the increase in the volume of capital spending, and this is due to a group of the following reasons (Al-Nasri, Ben Zoe, 2016).

- Capital spending that extends over many years, and thus capital investment affects projects and establishments by losing part of their capacity.
- Capital spending, which is related to strategic planning for projects and facilities.
- Capital expenditure that requires a time factor, meaning that investment assets must be available at the correct time.

2.2.13 Principles of capital budgeting

The study of (Mohamed Qasim Khasawneh, 2010) and the study of (Al-Nasri and Bin Zoe, 2016) agreed that the capital budget is based on a set of principles, including:

1- The principle of selection:

This is where the process of choosing the right investment takes place.

2- The principle of comparison:

In this process, all alternatives are compared to test the best alternative.

3- The principle of suitability:

The process of testing the alternative that suits the project's circumstances and capabilities is carried out.

4- The principle of diversification:

The process of selecting a variety of investments takes place, and the principle of diversification aims to reduce the risks to which the project may be exposed.

2.2.14 Stages of preparing capital budgets

Basili said that the process of preparing the capital budget (capital decision) must go through six stages.

❖ **Verification stage:**

This stage involves the process of distinguishing between projects that need capital expenditure or departments within the project. Only one section of the project may need capital expenditure to achieve project objectives, or the entire project may need it (Al-Nasri, Ben Zaway 2016).

❖ **Research stage:**

It is an advanced stage that includes studying and exploring alternatives to capital spending on capital investments, through which it seeks to achieve the project objectives (Osama Al-Haris, 2004).

❖ **Information collection stage:**

This stage comes after the research stage, in which the appropriate alternative is determined. At this stage, information is collected regarding all the costs that the project needs to obtain the appropriate alternative (Al-Nasri, Ben Zaway. 2016).

❖ **Selection stage:**

This is a stage that depends on the intelligence of the financial manager in choosing the best project in which the benefit is greater than the cost (Al-Nasri, Ben Zaway 2016).

❖ **The stage of obtaining financing:**

This stage depends on the skill of the financial manager or financial department in determining the best source of financing to be used (Al-Nasri, Ben Zaway, 2016).

❖ **Implementation and control stage:**

At this stage, the process of selecting the best alternative and comparing its actual outcomes with the expected ones takes place (Osama Al-Haris, 2004).

2.2.15 Restrictions on preparing the capital budget

During its preparation stage, the capital budget may be subject to a set of restrictions (Aoun and Ayoub Ahmed, 2022).

1- The company or project's objectives and strategy

When working to define an investment project, this project must generally seek harmony and compatibility in achieving the objectives of the company or project. Therefore, management may face restrictions in the process of arranging capital

investments in a way that is consistent with the objectives and strategy of the company or project.

2- Finance

Since the capital budget serves long-term obligations, it is understood that there is a need for liquidity and financing for these obligations, and therefore the administration may face restrictions in the process of developing a plan to coordinate investment with financing methods.

3- Inflation

Since the capital budget serves long-term obligations, it may therefore be vulnerable to inflation, which has a direct relationship with purchasing power, and thus the administration may face restrictions in the inflation process.

4- Risks

Since the capital budget serves long-term obligations, it may be exposed to risks, especially since the budget decision process is based on judgment and personal effort based on forecasting the long-term future.

2.2.16 sustainability

It is a sound way to exploit and benefit from the available resources, and sustainability accounting branches from it, which is an information system that works on the two functions of measuring the environmental, social, and economic performance of the organization (Badawi and El-Beltagy, 2013).

2.2.17 The importance of sustainability

1- Help in selecting the available resources and working to benefit from them in a way that guarantees business continuity.

2- The study (Matro and Al-Switi, 2012) stated that sustainability accounting encourages the use of economic and social resources in a way that guarantees continuity in work.

3- The study (Al-Armouti and Ahmed, 2013) stated that the sustainability report works to measure the efficiency and effectiveness of all plans that have been implemented, and works to develop them, in addition to that the sustainability report is a reference for future plans.

2.2.18 Dimensions of Sustainability (ESG)

- **The Environmental Dimension:** The environmental dimension is related to all information related to the company and its impact on the environment, as the aim of this information is to improve the company's performance in environmental sustainability (Krivacic&Jankovic, 2017).
- **The Economic Dimension:** This dimension is considered complementary to the environmental dimension, as the economic development, especially in the industrial fields, has created a set of negative aspects that have a direct impact on the environment (Science& Media ,1995).
- **The Social Dimension:** This dimension is related to the effects of corporate activities on society (Fareed, 2016).

2.2.19 The role of discretionary and capital budgets in project sustainability

The preparation of estimated and capital budgets aims to obtain several advantages in the field of planning and control, as the process of preparing budgets helps to define goals and predict the future, in addition to the comparison between the available alternatives, and therefore it affects the decision-maker when choosing the appropriate alternative that guarantees the sustainability of projects, in addition In addition, the preparation of discretionary and capital budgets also aims to obtain several advantages in the field of control, as the control process helps reduce

wasteful spending and works to identify deviations and correct them, which ensures the sustainability of the project (Shabtanah, 2015).

2.2.20 The role of budgets in supporting sustainability.

Returning to the study model, we divided sustainability into four dimensions, which are financial decisions, control, planning, and identifying alternatives. By returning to previous studies, we will explain how budgets support each of these dimensions, given that these dimensions constitute the sustainability and continuity of companies and projects.

➤ Budgets improve financial decisions, which enhances integrity.

The decision-making process is a sensitive process, as the decision-maker needs to have information to be used in the decision-making process, so the decision-maker resorts to returning to setting budgets that facilitate the process of reaching goals, considering budgets as an economic and guidance tool (Bin Al-Nazir, Nour Al-Huda, 2015).

The concept of decision making

In general, the decision-making process comes through the presence of two alternatives where the process of comparison takes place between them, or it can be said that the decision-making process is a method in which a scientific and

analytical methodology is used to compare between several alternatives on the condition of benefit from the alternative (Bin Al-Nazir, Nour Al-Huda, 2015).

Financial decisions

Financial decisions are a sensitive part of the company as they are the most important administrative and financial matters. In addition, financial decisions are the most important determinant that gives the company or project value. Therefore, the financial decision is defined as everything that equates between obtaining money and owning assets (Pierre Conso, Farouk Hamisi, 1999)

The definition of financial decisions is represented as follows.

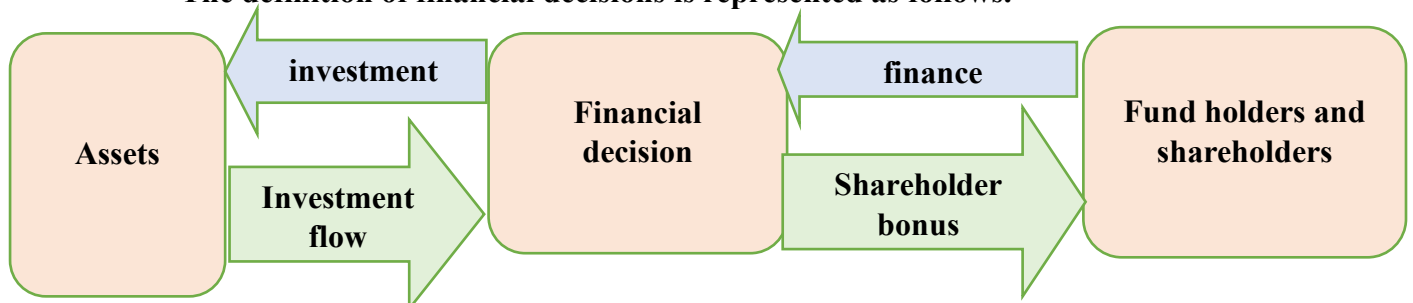


Figure No (5): Measuring the financial structure.

Reference: Soumaya Lazgham, Measuring the financial structure on financial decisions in small and medium enterprises

Stages of financial decision making

The first stage of financial decision-making is defining the problem, i.e. the goal of making the decision. Then possible alternatives are identified, followed by the process of collecting information through inquiries from several parties in the institution. After that, the process of choosing the alternative that works to solve the problem takes place. Then the process of Follow up on the decision taken (Bin Al-Nazir, Nour Al-Huda, 2015).

Types of financial decisions

❖ Financing decision

The financing decision is defined as the process of obtaining funds in the most optimal ways, whether short-term or long-term financing, as this financing works to maximize the value of the enterprise (Al-Amiri, 2008).

❖ Investment decision

It is defined as a systematic process of determining the optimal size of investment in the organization, as this includes the amount and content of the investment (Al-Manasir, 2010).

❖ Dividend distribution decision

This decision is considered one of the most important and complex types of financial decisions, as management faces difficulty in making a decision about distributing profits or withholding them, and therefore it needs a decisive decision, as withholding profits can help the institution obtain more financing and thus invest more, and therefore The issue of profit distribution is one of the most complex problems facing financial managers (Bin Al-Nazir, Nour Al-Huda, 2015).

Conclusion

After learning about financial decisions, the importance of the financial decision, its types, and the stages of its preparation, it becomes clear that the financial decision is a sensitive point in the company, and therefore the financial decision needs to be studied before it is made, as it is a decision that advances the company or project and affects its sustainability.

➤ Budgets improve the effectiveness of identifying and selecting alternatives, which supports sustainability.

The process of identifying alternatives is defined as all the solutions and means available to the decision maker to solve a problem (Ahmed, 2020)

Therefore, the process of identifying alternatives is directly linked to the decision-making process, and in order for decisions to become effective, of high quality and ideal, there must be a problem and alternatives to solve this

problem, and these alternatives must generally seek to achieve the institution's goals, and also help the institution in connecting to rise (Saffar Bati, 2020).

The process of identifying alternatives is simultaneous with making a decision, as the decision based on identifying alternatives is considered the last stage of decision-making (Qasim Souad, 2011).

The study of (Al-Sahn and others) showed that the decision-making process is one of the most important management processes because it is based on planning, which is considered issuing a decision. In addition, the study of (Shami Lebanon and Marco) showed that administrative decisions differ from the decision-making process, as decisions The administrative decision-making process represents the solution or comparison between several alternatives, while the administrative decision-making process expresses a set of processes that help in arriving at a similar decision.

The study (Saffar Al-Bati, 2020) showed that the process of identifying alternatives and choosing the appropriate alternative is one of the stages of the decision-making process. The study showed that the process of identifying available alternatives is the fourth stage of decision-making. The study also confirmed that the process of identifying alternatives is greatly affected. In the personality of the decision maker and the amount of

information available, thus explaining that the increase in the amount of information contributes to arriving at the choice of the optimal alternative.

Conclusion

After returning to previous studies, it became clear that the process of identifying alternatives is fundamentally linked to the decision-making process. Indeed, it is an integral part of the decision-making process, which is one of the most important and sensitive matters in the organization's situation in terms of sustainability, and considering budgets as a plan to anticipate the future, detect deviations, and find appropriate solutions: The process of identifying alternatives is part of the budgets.

➤ Budgets improve financial and administrative control, which enhances sustainability

The control process is one of the most important dimensions in companies and projects, as it depends on a set of tools, including budgets, as a tool for the process of predicting the future, detecting deviations, and working to find solutions, as they all seek to reach the organization's goals (Mansour, et al., 2023).

✓ The concept of control

Oversight follows the administrative departments in the economic institution and is a continuous process through which it is followed up, monitored, and verified that performance is proceeding in parallel with the set goals (Harez, 2008).

The study (Hammad, 2006) defined oversight as the process of measuring and comparing the results of the actions of responsible persons with the goals set.

✓ **Control process functions.**

The function of the oversight process is as follows.

- 1- Verifying that all departments of the organization have been completed as required (Mansour et al., 2023).
- 2- Working to develop the oversight system (Al-Qadi, 2014)
- 3- Verify the integrity and validity of all financial documents and records (Mansour et al., 2023).

✓ **Types of control**

- **The control is divided in terms of time into three sections** (Al-Qadi, 2014)

- 1- Previous control: where the validity and legitimacy of financial decisions are verified before they are made.
- 2- Current monitoring: the expected results are compared with the actual results (Mansour, et al., 2023).
- 3- Subsidiary control: financial decisions are verified after their implementation by reviewing financial records, especially those related to the process of disbursing funds, after the end of the accounting period.

- **Control by location**

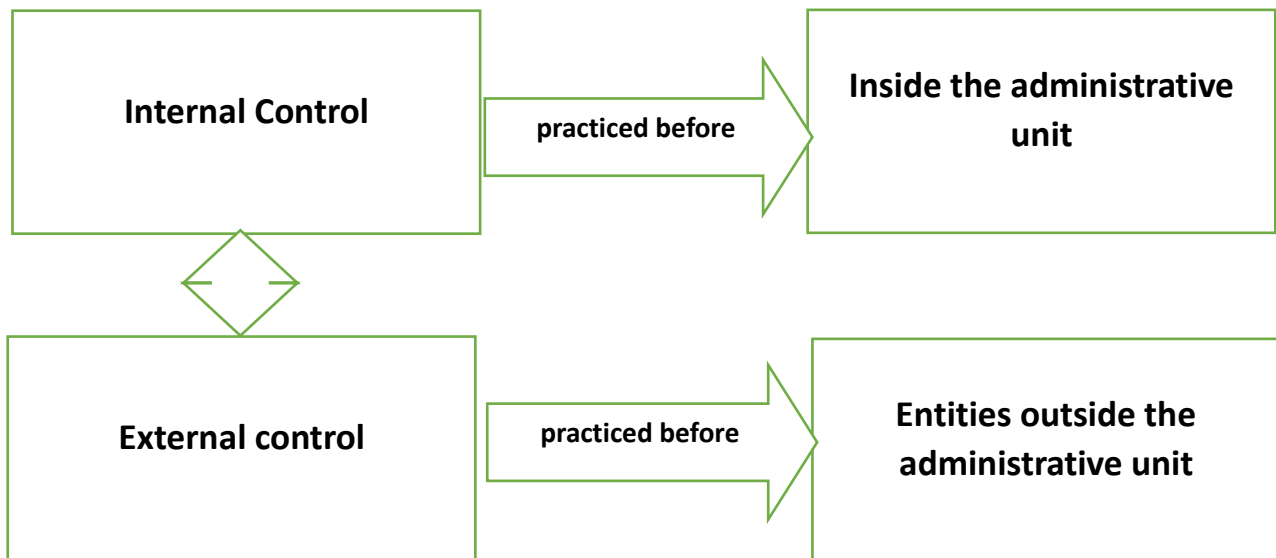


Figure No (6): Types of control and the parties that exercise them.

Ref: Mansour, Ben Baba, OuldBahmou, & Samir/framer. (2023). The impact of control over the management of discretionary budgets in rationalizing the financial decisions of economic institutions (Doctoral dissertation, Ahmed Draia University - Adrar).

✓ **Stages of the control process**

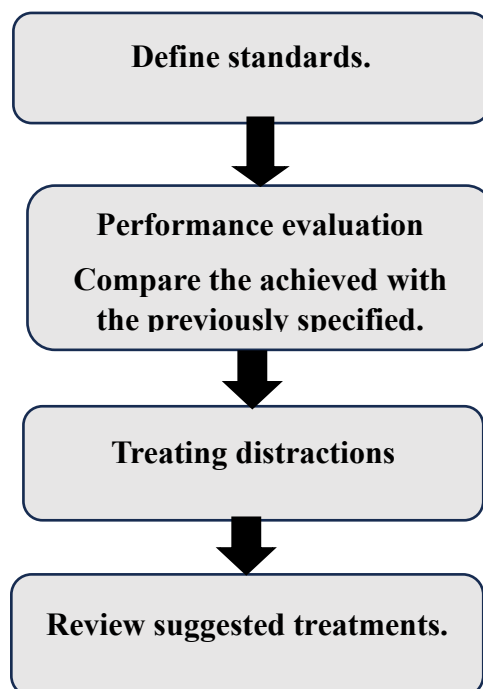


Figure No (7): stages of the control process

Reference: Redha Sahib Abu Hamad Al Ali, and Sinan Kadhim Al-Musawi. (2009).

General panoramic functions of the organization (01st edition). Amman.

Conclusion

The control process is an important part of the organization's dimensions, as it includes monitoring all the organization's activities in a proper manner. In addition, it constitutes an essential part of the organization's dimensions. Neglecting control may lead to the life of the organization, and therefore it is an integral part of the sustainability of projects and companies. Controlling budgets is an essential part of the financial management process and helps achieve goals that ensure the sustainability of projects and companies.

➤ **Budgets improve planning effectiveness, which supports sustainability**

Due to the development of budgets and the development of institutions and companies, and the increase in work departments and the increase in their activity, it has become necessary to work on developing plans that can be

translated into goals that must be achieved. The processes of financial planning and planning for financial needs may face a set of challenges that can affect the planning process negatively, and thus It affects the achievement of goals (Abdul Rasoul, et al., 2023)

The study (Abdel-Razzal et al., 2023) explained that the main goal of the planning process is to uncover weak points and work to develop plans through the use of methods that analyze weak points and work to solve them.

✓ **The concept of financial planning**

The study (Al-Amiri, 2013) defined financial planning as a set of methods used to obtain money and use it properly.

✓ **Stages of financial planning**

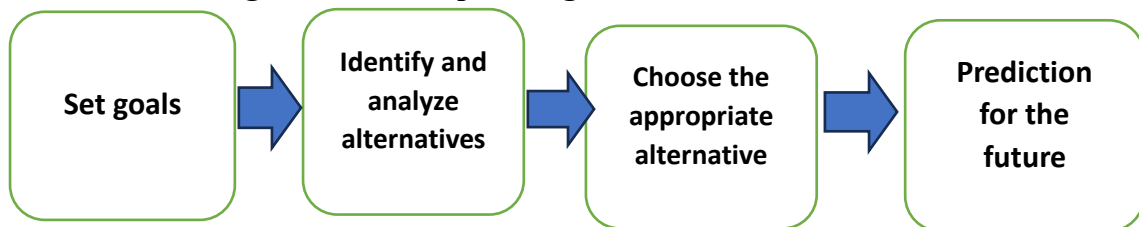


Figure No (8): Stages of financial planning

Reference: Shatti. The role of the discretionary budget as a tool for financial planning in risk management, a field study at the Algeria Telecom Corporation 2013-2015 (Doctoral dissertation).

✓ **Factors affecting financial planning**

- ❖ Internal factors: related to the process of determining the size of investment, financing, marketing, or production (Mohamed, Obaidat, 2009)
- ❖ External factors: related to the process of assessing the level of the national economy (Shatti, 2016)
- ✓ **Types of financial planning**

Financial planning is divided into two types (Shatti, 2016)

1- Planning in terms of duration includes

- Short-term planning: These are plans that cover one fiscal year or less.
- Long-term plan: It is a financial plan that covers from two to ten years.

2- Comprehensive planning includes

- Comprehensive plan: It is a plan that covers all sections and activities of the project.
- Partial plan: It is a plan that covers a specific activity or section.

✓ The importance of financial planning

The importance of planning lies in establishing an interconnected and interactive relationship between investment decisions and financing decisions. The importance of planning also lies in identifying deviations and working to solve them through available alternatives and choosing the best ones (Al-Hanawi, Mustafa, 2008).

✓ **Conclusion**

The process of planning is an integral part of budgets, as accurate and proper planning, whether administrative or financial planning, helps the institution in completing its work correctly and soundly. In addition, decision-making includes identifying alternatives, and in order for the process of identifying alternatives to take place, there must be a plan. Whether represented in a control plan or a plan to obtain funds, planning therefore represents an essential pillar of the budget that works to detect deviations and thus sustain projects.

2.3 Previous studies

Returning to previous studies, most studies agreed on the effective role of budgets in companies and projects. Most studies, especially in Middle Eastern countries, also agreed on the necessity of encouraging and urging companies and projects not to neglect the budget because of its effective role. In this study, previous studies will be divided into four sections: -

2.3.1 Previous studies that addressed the role of discretionary and capital budgets in improving financial decisions in small and medium enterprises

In 2015, a study appeared (Bin Al-Nazir, Nour Al-Huda, 2015), which talks about the role of discretionary budgets as a financial planning tool for making financial

decisions. This study aimed to know the extent to which the financial planning process contributes to making financial decisions in the presence of discretionary budgets, as well as This study showed that estimated budgets have an effective method for making financial decisions. In addition, this study showed that budgets have an effective role in identifying deviations. In 2020, a study appeared (Saffar Batti, 2020), speaking about the budget cycle in the process of rationalizing financial decision-making. This study made clear that budgets have a major role in helping responsible people and decision makers in the process of comparison between financial decisions and any other decisions. The study also confirmed that budgets have an effective role in the decision-making process, identifying deviations and working to resolve them, and thus it reinforced the results of the (Saffar Bati) study. (2020) The results reached by the study (Bin Al-Nazir, Nour Al-Huda, 2015), as both studies agreed on the same results.

During the year (2019-2020), another group of studies appeared, such as the study by Ebenezer (2020) and the study by Bearce (2019): Both studies aimed to show the relationship between capital budgets and financial decisions. Both studies also agreed on the existence of a relationship between budgets and financial decisions. Both studies recommended the necessity of using a group of techniques when making financial decisions. Both studies also agreed on the necessity of making...

Training courses for employees on the importance of preparing budgets that assist in the financial decision-making process.

In the year 2022, the study (Mahmoud, Mousa, 2022) confirmed that financial decision-making depends on the control process and not the planning process. It also emphasized the necessity of holding periodic meetings for financial managers with the aim of explaining budgets and knowing the deviations that are reached, their causes, and methods for treating them. This study agreed with previous studies that budgets have an effective role in identifying deviations. This study also agreed with previous studies on the same recommendation, which is the necessity of preparing training courses for employees and financial managers. In 2023, a study (Mansour et al., 2023) confirmed the study of (Mahmoud, Musa, 2022) that the process of making financial decisions and rationalizing financial decision-making results from the control process and the impact of the control process, as this study clarified the role of budgets and the control process in rationalizing and improving financial decision-making, and therefore this study agreed with previous studies. However, the process of making financial decisions results from the impact of the control process. In addition, all studies have shown that discretionary and capital budgets have a major role in identifying deviations and working to resolve them, in a way that ensures the sustainability and continuity of projects.

2.3.2 Studies that addressed the role of discretionary and capital budgets in contributing to improving financial control in small and medium-sized companies

In 2013, a study (Iman, Bilal Badrana, 2013) showed the role of budgets in improving the control process. This study confirmed that discretionary budgets have a major role in improving the control process through the role of budgets in identifying deviations and avoiding the occurrence of any administrative and financial problems, emphasizing This is done by relying on the process of identifying drifts and treating them before they become aware, so that the study (Iman Hamdat, 2014) confirms the role of discretionary budgets in monitoring institutions, as this study agreed with the study (Iman Al-Hunaini, Bilal Badarna, 2013) that budgets Discretionary play has a major role in the control process. This study also confirmed that the control process is one of the most important functions of discretionary budgets, and that discretionary budgets achieve control.

In 2015, a study (Ben Azzou, Linda, 2015) confirmed that the economic institution seeks to achieve goals and monitor them through budgets, as the study clarified that goals are monitored using budgets, which achieves success in the process of improving performance, and this study agreed With the study of (Iman Al-Hanini, Bilal Badarneh, 2013) and the study of (Iman Hamdat, 2014) that control is one of the most important functions of discretionary budgets, and in 2016 the study of

(Sumaya Kharba, Souad Murqab, 2016) confirmed that budgets have a major role in the process of determining Deviations and working to solve them, stressing that this cannot be achieved without a strong and effective control system. This study also confirmed that the process of control through budgets helps in setting future plans.

In 2020, the study (Karba', Muhammad, 2020) showed its agreement with previous studies, as it clarified the importance of budgets, especially discretionary budgets, indicating their major role in the process of identifying deviations, considering budgets an effective control tool that works to identify deviations and find solutions to these deviations and correct them.

2.3.3 Studies that addressed the role of discretionary and capital budgets in contributing to improving planning efficiency in small and medium-sized companies

The study of Osama and Alal (2021), the study of BushabaMerisia (2018), and the study of Shabana (2015) all agreed on the importance of budgets in institutions, as each of these studies agreed that budgets have a major role in the process of identifying deviations and working to correct them, as these studies confirmed. That budgets play a major role in financial institutions, considering budgets an effective planning tool, the study (Al-Bakhili, Al-Amin, 2014) confirmed that budgets are an

effective planning tool and a control tool. In addition, the study proved that budgets give a vision of the future, confirming in These results through a process of proper planning and effective control.

A group of studies, such as the study of (Ben Azouz, Linda, 2015), the study of (Yaman Al-Hanini, Bilal Badrana, 2013), and the study of (Iman Hamdat, 2014), have confirmed that the planning process, in addition to the control process, is one of the most important functions of discretionary budgets and other budgets. This is through the ability of budgets to identify deviations and predict the future, and all of this depends on control and planning. In 2023, a study (Abdul Rasoul et al., 2023) clarified the importance of planning in using budgets, as this study clarified the lack of awareness of some institutions about the importance of using budgets. And not developing plans for these budgets, indicating the extent of the errors and deviations that these institutions may fall into. Therefore, this study recommended that institutions need to use budgets in the process of setting operational, financial, and other plans, due to their role in the process of addressing identified deviations before they occur, and in 2018. The study (Al-Khalidi, et al., 2018) clarified the role of budgets as a tool for planning and optimal exploitation of resources. This study encouraged the need for institutions and municipalities to be aware of the importance of budgets as a tool for planning and exploitation of resources. This study also urged the necessity of having a plan for the process of preparing budgets.

2.3.4 Previous studies that addressed the role of discretionary and capital budgets in improving the efficiency of identifying alternatives available to the decision maker.

The study of (Qasim Souad, 2011) emphasized the importance of identifying alternatives for decision-making, as the study clarified that the process of identifying alternatives coincides with the decision-making process, and the study of (Al-Sahn, et al.) agreed with the study of (Qasim Souad, 2011), stressing that the process of identifying alternatives helps In order to reach sound decision-making, this study also described the process of identifying alternatives as an important part of administrative processes, so the study (Lebanon Al-Shami, Marco) comes and explains in more detail the difference between administrative decision and the decision-making process, thus explaining that the decision-making process consists of a group of The stages help in arriving at the right decision, emphasizing that the process of identifying alternatives is a stage of decision making.

In 2020, the study (Ahmed, 2020) and the study (Saffar Al-Bati, 2020) agreed with previous studies on the importance of identifying alternatives, as Ahmed's study interpreted identifying alternatives as a set of solutions to make the right decision, and therefore the study (Ahmed, 2020) agreed that the process Identifying alternatives is an integral part of the sound decision-making process. Therefore, I agreed with the study (Qasim Souad, 2011), the study (Al-Sahn, et al.), and the

study (Lebanon Al-Shami, Marco) on the same results. The study (Saffar Al-Bati, 2020) also confirmed that the process of determining Alternatives result from the personality of the people responsible for preparing the decision-making stages, and this study also agrees that the process of identifying alternatives is part of the decision-making stages.

2.4 discussion the result of previous studies

Returning to previous studies, and as was explained by the researcher in the justifications for the study, it turned out that most studies worked on measuring a specific type of budgets, either discretionary budgets or capital budgets, and their impact on a specific aspect of the aspects that were taken into consideration as having an important role in the sustainability of companies. And projects and their continuity. For example, in 2020, a study (Belkacem, Boualem, 2020) clarified discretionary budgets in general, as the study contained an introductory introduction to discretionary budgets, their dimensions, and methods of preparing them. In addition, in 2014, a study (Bakhlili, Mohamed Al-Amin, 2014) clarified the role of Discretionary budgets and improving the performance of the economic institution. This study included identifying discretionary budgets and methods for preparing them and clarifying the importance of measuring performance in the economic institution. In 2021, a study (Ezzedine Muhammad Khalifa, 2021) showed the role of discretionary budgets in planning and control, and in 2016 a

study showed (Bin Qirat Amal, Kaour Amira, 2016) The role of capital budgets in the process of improving and rationalizing spending. From this standpoint, the idea of this thesis took root in working to benefit from the results and recommendations reached by these studies and a large group of others, in addition to extracting useful summaries from theoretical frameworks. For these studies, comparing the foundations and principles on which these studies worked, and noting the consensus on certain points, both in the optimal definition of discretionary and capital budgets, in addition to drawing consensus in the stages of preparing budgets and methods of preparing them, and extracting the optimal results on which the majority of studies have agreed, and the optimal recommendations, to be represented in the State of Palestine, where This study combined discretionary and capital budgets in the same thesis, in addition to the researcher reaching a specific and different result that was extracted and observed from previous studies, which is that planning, performance, financial decision, and control all constitute an important axis in the company or project, in addition to that they represent a sensitive and decisive point in the life of the company. The company or the project, so the researcher combined these variables under one variable, which is the sustainability and continuity of projects and companies, so that this thesis could be represented in the State of Palestine, and to reach results that show the importance of discretionary and capital budgets for companies and to reach recommendations that could help improve the situation of companies and projects that ignore the numbers Budgets.

Chapter3

methodology

This chapter deals with all the methods and procedures that will be followed in determining the study population and sample, in addition to explaining the methods of collecting data, the study tools used in this research and their dimensions, in addition to how to measure variables, and the statistical methods used.

3.1 Study methodology

The study methodology depends on the method, management, and statistical treatment:

Study methodology is defined as an organized method that the researcher relies on to solve a problem. In this research, the quantitative analytical descriptive method will be used in a way that is appropriate for this type of research, as this method depends on describing the phenomenon and collecting information about it. This method also provides detailed data on the study variables. In addition, this approach provides a realistic explanation of the factors related to the subject of study, as this approach describes everything that exists in addition to its explanation. This approach also works to determine the circumstances and relationships between all facts, and includes interpreting the data and all the information obtained with the aim of arriving at results (Al-Naimi, Al-Bayati, Khalifa, 2009). This approach works on the process of searching for the present and guidance for the future,

through modernization. And correct or provide suggestions for other alternatives to be tested and decision-making regarding their adoption and development for the present (Melhem, 2002). This approach will be applied by describing the variables of the study and the demographic characteristics of the responding sample members.

3.2 The researcher used two main sources of information:

- **Secondary sources:** Where the researcher turned to sources in addressing the theoretical framework of the study.

Secondary data, which includes relevant Arabic and foreign books and references, and periodicals.

Articles, reports, previous research, and studies that dealt with the subject of study and research.

And reading various websites.

- **Primary sources:** To address the analytical aspects of the subject of the study, the researcher resorted to collecting.

Primary data through a questionnaire as a study tool, designed specifically for this purpose.

3.3 Research population and sample

The research population is defined as all the items that are being studied (Al-Naimi, Al-Bayati, Khalifa, 2009). The population of this study consists of all owners and managers of small and medium enterprises in Palestine. The sample will be chosen randomly, and a cluster sample will be selected by distributing a questionnaire to a number of small and medium enterprises in Nablus.

According to the Nablus Chamber of Commerce and Industry website, the latest update shows that the number of small and medium enterprises in Nablus Governorate has reached 5,077 projects, and after applying the Morgan equation, it was found that the sample size represents 359 projects, and the questionnaire will be distributed to them.

3.4 Study tool

The study tool is defined as the means used to obtain the required information from all sources participating in the research (Hamdan, 1998).

After reviewing previous studies and reviewing the tools used in some of them, a special questionnaire will be developed with the aim of identifying discretionary and capital budgets and their impact on the sustainability of small and medium enterprises in Palestine.

3.5 In its final form, the tool consists of two parts

- ✓ **The first section:** It consists of personal (demographic) data related to the company (gender, educational qualification, job title, number of years of experience, type of company, does the company prepare estimated (operating) budgets, does the company prepare capital budgets.
- ✓ **The second section:** It contains statements about discretionary and capital budgets and their impact on sustainability.

Small and medium enterprises in Palestine, consisting of 32 items distributed over four axes, each axis consisting of 8 items, and table (1-3) shows this:

Table (1-3): Distribution of the study tool's paragraphs along its main axes

Interviewer	Number of paragraphs
Discretionary and capital budgets improve the efficiency of identifying alternatives in small and medium enterprises, which enhances sustainability through.	8
Discretionary and capital budgets activate financial and administrative control in small and medium enterprises, which enhances sustainability.	8

Discretionary and capital budgets improve planning effectiveness in small and medium enterprises, which enhances sustainability.	8
Discretionary and capital budgets improve financial decisions, which enhances sustainability.	8
the total	32

Source: Prepared by the researcher

The tool items and the scoring method were formulated on the basis of a Likert scale. The scale was designed based on a five-dimensional Likert scale. The weights were as follows, as shown in Table (2-3):

Table (2-3): Five-point Likert scale scores

Response	Strongly Disagree	not agree	neutral	Agree	Strongly Agree
Class	1	2	3	4	5

Source: Prepared by the researcher

3.6 Data collection methods

This study is based on the descriptive analytical approach, which is an approach based on research procedures that depend on collecting data from respondents related to the phenomenon in the study area (Al-Naimi, Al-Bayati, Khalifa, 2009). The method of field study will also be relied upon, and to collect the necessary data that achieves the purpose of the study, it was adopted. This study relies on two sources in the study design:

3.7 The validity of the questionnaire

Validity of the questionnaire means that the questionnaire measures what it was designed to measure, and validity also means comprehensiveness.

Investigation of all the elements that must be included in the analysis on the one hand, and the clarity of its paragraphs and vocabulary on the other.

On the other hand, so that it is understandable to everyone who uses it.

The validity of the questionnaire was confirmed in two ways:

➤ The honesty of the arbitrators' opinions (apparent honesty)

The honesty of the arbitrators means that the researcher chooses a number of arbitrators who specialize in the field of the phenomenon or problem (the subject of the study). The questionnaire was presented to a group of arbitrators.

The researcher responded to the opinions of the arbitrators and made the necessary deletions and amendments in light of the proposals presented, and thus the questionnaire came out in its final form.

➤ 2. Validity of the scale

First: internal consistency

Internal consistency means the extent to which each item of the questionnaire is consistent with the field in which it is presented.

This paragraph belongs to him, and the researcher calculated the internal consistency of the questionnaire through a calculation.

Correlation coefficients between each item in the questionnaire domains and the total score for the domain itself.

- ✓ **Internal consistency of the first axis:** Discretionary and capital budgets improve the efficiency of identifying alternatives small and medium enterprises, which enhances sustainability:

Table (3-3): Internal consistency results, first axis

#	Paragraph	Pearson correlation	Probability value

		coefficient	SIG
A1	It contributes to determining the efficiency of identifying alternatives.	.433	*0.000
A2	Helps rationalize the use of available resources.	.482	*0.000
A3	Contributes to detecting deviations at work.	.480	*0.000
A4	It is considered an important means of measuring and evaluating an organization's tool.	.323	*0.000
A5	Helps identify the causes of deviation.	.216	*0.000
A6	The decision-making process is based on the process of identifying available alternatives.	.304	*0.000
A7	The efficiency of identifying alternatives results from the availability of useful information	.365	*0.000

A8	Increasing the amount and accuracy of information available about the problem increases the efficiency of the process of identifying appropriate alternatives for the facility.	.272	*0.000
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Source: Prepared by the researcher

Table No. (3-3) shows the correlation coefficient between each item of the first axis and the score. The total axis shows that the correlation coefficients shown are significant at a significant level ($\alpha \leq 0.05$), and thus the axis is true to what it was designed to measure.

- ✓ **Internal consistency of the second axis:** Discretionary and capital budgets activate financial control and administrative management in small and medium enterprises, which enhances sustainability:

Table No. (4-3): Internal consistency results for the second axis

✓ #	Paragraph	Pearson correlation coefficient	Probability value SIG
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B1	It is one of the most important financial and administrative control tools in establishments.	.540	*0.000
B2	Its preparation helps increase oversight of establishments.	.600	*0.000
B3	The process of monitoring projects contributes to measuring the extent of the facility's commitment With its financial and administrative plans, and identifying any deviations.	.367	*0.000
B4	Helps set financial and administrative goals and expectations, and identifies areas that need improvement.	.384	*0.000
B5	The control process is one of its most important functions.	.108	*0.000

B6	The financial and administrative control process contributes to improving project performance.	.265	*0.000
B7	A sound control process contributes to developing realistic future plans for projects.	.415	*0.000
B8	It contributes to activating oversight in establishments, which helps address errors Resulting.	.452	*0.000

Source: Prepared by the researcher

Table No. (4-3) shows the correlation coefficient between each item of the second axis and the score The totality of the axis, which shows that the correlation coefficients shown are significant at a level of significance ($\alpha \leq 0.05$), and thus the axis is considered true to what it was designed to measure.

- ✓ **Internal consistency for the third axis:** Discretionary and capital budgets improve the effectiveness of planning in the SMEs, which enhances sustainability:

Table No. (5-3): Internal consistency results for the third axis

#	Paragraph	Pearson correlation coefficient	Probability value SIG
C1	It helps predict the future performance of the facility.	.169	*0.000
C2	It is considered an effective planning tool in the facility.	.266	*0.000
C3	They are considered economic plans that help in choosing between alternatives	.259	*0.000
C4	Planning contributes to the optimal exploitation of resources.	.329	*0.000
C5	Planning contributes to identifying deviations and working to correct them.	.215	*0.000

C6	The planning process is one of the most important functions of discretionary budgets.	.384	*0.000
C7	Operational and strategic objectives are set and reflected in budgets.	.557	*0.000
C8	Reduces conflict at all levels of the organization.	.549	*0.000

Source: Prepared by the researcher

Table No. (5-3) shows the correlation coefficient between each item of the third axis and the score The totality of the axis, which shows that the correlation coefficients shown are significant at a level of significance ($\alpha \leq 0.05$), and thus the axis is considered true to what it was designed to measure.

- ✓ **Internal consistency of the fourth axis:** Discretionary and capital budgets improve financial decisions Which enhances sustainability.

Table No. (6-3): Internal consistency results for the fourth axis

#	Paragraph	Pearson correlation coefficient	Probability value SIG

D1	Contributes to making rational financial decisions.	.203	*0.000
D2	Budgets translate and reflect project objectives.	.193	*0.000
D3	Helps improve facility performance.	.881	*0.000
D4	It is considered a basis for preparing establishment policies.	.275	*0.000
D5	Decisions based on them contribute to maximizing the value of the enterprise.	.259	*0.000
D6	It helps in comparing alternatives and choosing the best alternative.	.201	*0.000
D7	It is prepared by qualified and trained personnel.	.199	*0.000
D8	It contributes to raising the level of facility performance.	.227	*0.000

Source: Prepared by the researcher

Table No. (6-3) shows the correlation coefficient between each item of the fourth axis and the score The total axis indicates that the correlation coefficients shown

are significant at a significant level ($\alpha \leq 0.05$), and thus the axis is true to what it was designed to measure.

Second: The stability of the questionnaire

The stability of the questionnaire means that the questionnaire gives the same results if it is repeated several times in a row.

It also means to what degree the meter gives close readings each time it is used, or what they are Its degree of consistency, harmony, and continuity when used repeatedly at different times. The researcher verified the stability of the study questionnaire through the Cronbach's Alpha coefficient (Coefficient Alpha Cronbach).

Table No. (7-3): Cronbach's alpha coefficient to measure the reliability of the questionnaire

the field	Number of paragraphs	Cronbach coefficient alpha
The first axis	8	0.652
The second axis	8	0.756
The third axis	8	0.726
fourth Axis	8	0.682

All questionnaire items together	32	0.711
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Source: Prepared by the researcher

It is clear from the results shown in Table No. (7-3) that the value of Cronbach's alpha coefficient is high for each field, it ranged between (0.652 and 0.756), while for all paragraphs it reached (0.711), which means the researcher has confirmed the validity and reliability of the study questionnaire, which makes him fully confident of the validity of the questionnaire Its validity for analyzing the results and testing the study hypotheses.

Third: Normal distribution test

The Kolmogorov-Smirnov test was used. Whether the data follows a normal distribution or not, and the results were as shown in Table No (8-3).

Table No. (8-3): Normal distribution test

the field	Test value	Probability value SIG
The first axis	.195	0.527
The second axis	.188	0.373
The third axis	.140	0.926

fourth Axis	.231	0.663
All axes of the resolution	.258	0.804

Source: Prepared by the researcher

It is clear from the results shown in Table No. (8-3) that the probability value Sig is greater than the function level is 0.05, so the data distribution for these axes follows the normal distribution as it was Using practical tests to analyze data and test study hypotheses.

3.8 Statistical methods used

The questionnaire was transcribed and analyzed using the statistical analysis program (SPSS).

The following statistical tools

1. Percentages & Frequencies to describe the study sample.
2. The arithmetic mean, relative weight, and standard deviation.
3. Cronbach's Alpha test (Alpha Cronbach) to determine the reliability of the questionnaire items.

4. Kolmogorov-Smirnov test (Test Smirnov-Kolmogorov) to test whether Whether or not the data follow a normal distribution.

5 Pearson correlation coefficient to measure the degree of correlation: This test is based on studying the relationship between two variables, and the researcher used it to calculate consistency The internal questionnaire as well as to study the relationship between the fields.

6. T-test in the case of a single sample (Test-T) to find out whether the average response score is It has reached the degree of neutrality, which is (3), more or less than that, and the researcher used it to confirm from the average function for each paragraph of the questionnaire.

3.9 Chapter summary

To achieve the objectives of the study, as well as to prepare for the field study necessary to choose the study hypotheses.

To answer her questions, the researcher in this chapter determined the method used in the study, which is the method.

The analytical descriptive and the reasons for its selection, and the sources of primary and secondary data collection that were adopted for the study. The study population was determined, consisting of workers. The sample size was

determined, amounting to 356 respondents. Then the researcher discussed the main study tool for collecting data, the reason for its selection, and the steps for constructing it. After that, he discussed the steps of Applying the experimental exploratory sample and testing it by showing the validity and reliability coefficients of the questionnaire through (validity of the arbitrators, validity of internal consistency, Cronbach's alpha coefficient, and split-half method), and in the end the researcher reviewed the statistical treatments used in the study.

Chapter4

data analysis and results

4.1 Introduction

This chapter includes a presentation of data analysis and testing of the study hypotheses, through: Answering the study questions and reviewing the most prominent results of the questionnaire that were reached through analysis Its paragraphs, and identifying the personal data of the respondents, so statistical treatments of the data were conducted Collected from the study questionnaire, the SPSS program was used for statistical packages for social studies To obtain the results of the study that were presented and analyzed in this chapter.

4.2 Statistical description of the study sample according to personal data

The following is a presentation of the characteristics of the study sample according to personal data.

Table No. (1-4): Distribution of the study sample according to gender

Gender	the number	Percentage%
Male	301	84.6
Female	55	15.4
the total	356	100

Source: Prepared by the researcher

It is clear from Table No. (1-4) that 84.6% of the study sample are male, and there remain 15.4% females, and the researcher attributes this result to the nature of the structure and customs of Palestinian society and its culture and traditions. There are two reasons for the low percentage of females. The first reason is that most females prefer Working in government jobs such as teaching, and the second reason is that the majority of females prefer raising children At home instead of going to work, this result is consistent with the percentages of the Central Bureau of Statistics Palestinian labor force, which shows that the proportion of male labor is higher than that of females.

4.3 Distribution of the study sample according to academic qualification

Table No. (2-4): Distribution of the study sample according to academic qualification

Qualification	the number	Percentage%
Diploma	1	.3
Bachelor's	325	91.3
Master's	28	7.9
Ph.D	2	.6
the total	356	100

Source: Prepared by the researcher

It is clear from Table No. (2-4) that 91.3% of the study sample are holders Bachelor's degree, and the remainder is as follows: Diploma and below 0.3%, Master's 7.9%, and Doctorate.0.6%, and the researcher reinforces the reason behind these percentages that the majority of educated people in Palestinian society are from Holders of a bachelor's degree are employed, and therefore low percentages of students prefer to complete their education and obtain it At higher academic degrees, the researcher believes that the meaning behind learning is to get a job Therefore, a bachelor's degree is sufficient for the learner as long as it is sufficient to employ him.

4.4 Distribution of the study sample according to job title

Table No. (3-4): Distribution of the study sample according to job title

Job title	the number	Percentage%
Financial Manager	128	36
Head of Accounts or Finance Department	108	30.3
Accountant	120	33.7
the total	356	100

Source: Prepared by the researcher

It is clear from Table No. (3-4) that the percentages are close in terms of job title between There are three types of positions and job titles, with 36% of the study sample as managers Millions, while 30.3% of the study sample were heads of the Accounts and Finance Department, while 33.7% of the study sample were accountants.

4.5 Distribution of the study sample according to the number of years of experience

Table No. (4-4): Distribution of the study sample according to the number of years of experience

number of years of experience	the number	Percentage%
5 years and less	130	36.5
From 6 to 10 years	145	40.7
From 11 to 15 years	63	17.7
16 or more	18	5.1
the total	356	100

Source: Prepared by the researcher

It is clear from Table No. (4-4) that the percentage of employees in the sample who have experience is 5 Years and younger was 36.5%, while the percentage of those

with 6 to 10 years of experience was 40.7%. The percentage of those 11 to 15 years was 17.7%, while the percentage of those 16 years or older with experience reached 5.1%. Researcher The reason behind these percentages is that the majority of companies are new companies, that is, they were established after the end of the year The Second Intifada, and therefore it is natural for most employees to be those with little or no knowledge Medium.

4.6 Distribution of the study sample according to the number and type of company

Table No. (5-4): Distribution of the study sample according to type of company

type of company	the number	Percentage%
Industrial	31	8.7
My services	107	30.1
Commercial	218	61.2
the total	356	100

Source: Prepared by the researcher

It is clear from Table No. (5-4) that the percentages of the type of companies in the study sample were on the order of The following figure: 8.7% were industrial

companies, 30.1% were service companies, 61.2% were companies Commercial, and the researcher reinforces the reason behind these percentages is the weakness of the Palestinian industrial sector and this is what Statistics from the Palestinian Central Bureau of Statistics indicated that the service sector is among the strongest Palestinian economic sectors. Researchers and economists believe that the reason behind this strength is weakness other sectors are therefore the strongest of the weakest, and most investors tend to import from Abroad, this is evident in the high percentage of commercial companies in the study sample.

4.7 Distribution of the study sample according to the company's preparation of estimated (operational) budgets.

Table No. (6-4): Distribution of the study sample according to the company's preparation of estimated (operating) budgets.

the company's preparation of estimated (operational) budgets	the number	Percentage%
Yes	338	94.9
NO	18	5.1
the total	356	100

Source: Prepared by the researcher

It is clear from Table No. (6-4) that 94.9% of the study sample are companies It prepares estimated (operational) budgets, and the remaining 5.1% of companies do not prepare by numbers of such budgets, the researcher confirms that the reason behind this very high percentage indicates the importance of discretionary budgets for companies as a whole in general. This indicates complete awareness Palestinian companies need to make such budgets, and therefore this is evidence that companies Palestine is on the right path.

4.8 Distribution of the study sample according to the company's preparation of capital budgets

Table No. (7-4): Distribution of the study sample according to the company's preparation of capital budgets

the company's preparation of capital budgets	the number	Percentage%
Yes	302	84.8
NO	54	15.2
the total	356	100

Source: Prepared by the researcher

It is clear from Table No. (7-4) that 84.8% of the study sample are companies It prepares capital budgets, and the remaining 15.2% of companies do not prepare numbers such as: These budgets.

4.9 The scale adopted in the study.

To determine the scale adopted in the study, the length of the cells was determined on a five-point Likert scale By calculating the range between the scale degrees (1-5=4) and then dividing it by the largest value in Scale to get the cell length i.e. ($5/4=0.8$) and then this value was added to the lowest value In the scale (the beginning of the scale is a true one) in order to determine the upper limit of this cell, and so it became The length of the cells is as shown in Table No. (8-4) below:

Table No. (8-4): The scale adopted in the study

Arithmetic average	Relative weight	Degree of approval
From 1 - 1.8	From 20%-36%	Very weak
Greater than 1.8 - 2.6	Greater than 36%-52%	weak
Greater than 2.6-3.4	Greater than 52%-68%	middle
Greater than 3.4-4.2	Greater than 68%-84%	big
Greater than 4.2-5	Greater than 84%-100%	very big

Source: Prepared by the researcher

To interpret the results of the study and judge the level of response, the researcher relied on a ranking Arithmetic average at the domain level of the questionnaire and at the level of the items in each domain were determined the researcher determined the degree of agreement according to the scale approved for the study.

4.10 Analysis of hypotheses

- ❖ **First:** Analysis of the paragraphs of the first axis: “Optional and capital budgets improve the efficiency of identifying alternatives in Small and medium enterprises, which enhances sustainability and which proves the alternative hypothesis used: **“There is a statistically significant relationship at the significance level of $p < 0.05$ for discretionary and capital budgets and their contribution to improving the efficiency of identifying alternatives available to the decision maker in small and medium enterprises.”**

The arithmetic mean, standard deviation, relative weight, rank, and T-test value were used to find out Degree of agreement. The results are shown in Table No. (9-4):

Table No. (9-4): The arithmetic mean, standard deviation, relative weight, ranking, and T-test value for each item in the first axis

#	Paragraph	Arithmetic average	standard deviation	Arrangement	Degree of approval	Test value	Probability value
A1	It contributes to determining the efficiency of identifying alternatives	4.8708	.33591	1	very big	273.592	0.000
A2	Helps rationalize the use of available resources.	4.8258	.37978	2	very big	239.755	0.000
A3	Contributes to detecting deviations at work	4.5618	.49686	5	very big	173.230	0.000
A4	It is considered an important means of measuring and evaluating an organization's tool.	4.3062	.47360	6	very big	171.555	0.000
A5	Helps identify the causes of deviation.	4.4157	.49922	8	very big	166.893	0.000
A6	The decision-making process is based on the process of identifying available alternatives.	4.3624	.48136	7	very big	170.993	0.000
A7	The efficiency of identifying alternatives results from the availability of useful information	4.2893	.46025	4	very big	175.841	0.000

A8	Increasing the amount and accuracy of information available about the problem increases the efficiency of the process of identifying appropriate alternatives for the facility.	4.1601	.38956	3	big	201.491	0.000
	All axis vertebrae together	4.4740	1.24767			541.270	0.000

Source: Prepared by the researcher

We conclude from Table No. (9-4) that the arithmetic means of the first paragraph “contributed to improving the efficiency of identifying alternatives” is equal to 4.8708 (total score of 5). This means that there is moral agreement from the accepted sample on this paragraph, and the researcher interprets this result by the agreement of the sample members on the role of discretionary and capital budgets and their ability to improve the efficiency of identifying appropriate alternatives, as was arrived at mathematically. The average of the eighth item “Helps in identifying the causes of deviation” is 4.4157 (total score of 5). This means that there is great agreement among the sample members on this paragraph, and the researcher interprets this result by agreement. The sample members focused on the role of

discretionary and capital budgets and their ability to determine the causes of deviation.

In general, it can be said that the arithmetic mean of the first axis improves the estimated budgets “capitalism and the efficiency of identifying alternatives in small and medium enterprises, which enhances sustainability” is equal to 4.4740. This means that there is significant agreement by the sample members on the paragraphs of the first axis, and the researcher reinforces this reason until there is agreement. It was very strongly stated by the sample members that discretionary and capital budgets improve the efficiency of identifying alternatives in small and medium enterprises, which enhances sustainability.

As for the result of the first main alternative hypothesis, which states that there is a statistically significant relationship at a significance level ≥ 0.05 for discretionary and capital budgets and their contribution to improving the efficiency of identifying alternatives available to the decision maker in small enterprises. and medium enterprises. The rule states that the alternative hypothesis is accepted when the calculated significance level is less than the tabulated significance level of 0.05. We note from the table above that the calculated significance level is 000, which is less than the tabulated significance level of 0.05. Therefore, the alternative hypothesis will be **accepted, meaning that there is a statistically significant relationship at the significance level. ≥ 0.05 for discretionary and capital budgets and their**

contribution to improving the efficiency of identifying alternatives available to the decision maker in small and medium enterprises.

- ❖ **Second:** Analysis of the paragraphs of the second axis: “Discretionary and capital budgets work to activate financial and administrative control in small and medium enterprises, which enhances sustainability, which proves the second alternative hypothesis used. **"There is a statistically significant relationship at the significance level of $p \geq 0.05$ for discretionary and capital budgets and their contribution to improving control in small and medium enterprises."**

The arithmetic mean, standard deviation, relative weight, rank, and T-test value were used to determine the degree of agreement. The results are shown in Table No. (10-4).

Table No. (10-4): Arithmetic mean, standard deviation, relative weight, ranking, and T-test value for each item of the second axis.

#	Paragraph	Arithmetic average	standard deviation	Arrangement	Degree of approval	Test value	Probability value
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B1	It is one of the most important financial and administrative control tools in establishments.	4.7500	.43362	1	very big	206.684	0.000
B2	Its preparation helps increase oversight of establishments.	4.6404	.51996	7	very big	168.389	0.000
B3	The process of monitoring projects contributes to measuring the extent of the facility's commitment with its financial and administrative plans and identifying any deviations.	4.1573	.40833	2	big	192.098	0.000
B4	Helps set financial and administrative goals and expectations and identifies areas that need improvement.	4.2556	.46190	4	very big	173.837	0.000
B5	The control process is one of its most important functions.	4.5449	.49868	5	very big	171.963	0.000
B6	The financial and administrative control process contributes to improving project performance.	4.2388	.42693	3	very big	187.331	0.000

B7	A sound control process contributes to developing realistic future plans for projects.	4.2275	.47045	6	very big	169.550	0.000
B8	It contributes to activating oversight in establishments, which helps address errors Resulting.	4.3202	.49074	8	very big	166.103	0.000
	All axis vertebrae together	4.39185	1.45692		very big	455.017	0.000

Source: Prepared by the researcher

We conclude from Table No. (10-4) that the arithmetic means of the first paragraph, “One of the most important financial and administrative control tools in establishments,” is equal to 4.7500 (total score of 5). This means that there is significant agreement by the sample members on this paragraph, and the researcher explains this result through the sample members’ agreement that discretionary and capital budgets are considered among the most important financial and administrative control tools in establishments, and accounting. The average of the eighth paragraph “contributes to activating control in establishments, which helps in dealing with resulting errors” is 4.3202 (total score of 5). This means that there is a large agreement among the sample members on this paragraph, and the researcher explains this result by the sample members’ agreement on the role of

discretionary and capital budgets and their ability to activate oversight in establishments, which helps to address the resulting errors.

In general, the arithmetic average of the second axis can be used to act as discretionary and capital budgets to activate financial and administrative control in small and medium enterprises, which enhances sustainability “equals 4.39185.”

This means that there is a large agreement by the sample members on the paragraphs of the second axis, and the researcher reinforces this reason by saying that there is a very large agreement by the sample members that discretionary and capital budgets work to activate financial and administrative control. In small and medium-sized enterprises, which enhances sustainability.

As for the result of the second main alternative hypothesis, which states that there is a statistically significant relationship at a significance level ≥ 0.05 for discretionary and capital budgets and their contribution to improving financial control in small and medium enterprises. The rule states that the alternative hypothesis is accepted when the calculated significance level is less than the tabulated significance level of 0.05. We note from the above table that the calculated significance level is .000, which is lower than the tabulated significance level of .05. Therefore, the alternative hypothesis will be **accepted, meaning that there is a statistically significant relationship at a significance level ≥ 0.05 for discretionary and capital budgets and their contribution to improving financial control in small and medium-sized companies.**

- ❖ **Third:** Analysis of the paragraphs of the third axis: “Discretionary and capital budgets improve the effectiveness of planning in small and medium enterprises, which enhances sustainability, which proves the third alternative hypothesis used. **“There is a statistically significant relationship at the significance level of $p \geq 0.05$ for discretionary and capital budgets and their contribution to improving the efficiency of planning in small and medium enterprises.”**

The arithmetic mean, standard deviation, relative weight, rank, and T-test value were used to determine the degree of agreement. The results are shown in Table No. (11-4):

Table No. (11-4): Arithmetic mean, standard deviation, relative weight, ranking, and T-test value for each item of the third axis

#	Paragraph	Arithmetic average	standard deviation	Arrangement	Degree of approval	Test value	Probability value
C1	It helps predict the future performance of the facility.	4.7978	.42273	1	very big	214.142	0.000
C2	It is considered an effective planning tool in the facility.	4.7612	.42693	2	very big	210.421	0.000

C3	They are considered economic plans that help in choosing between alternatives.	4.3539	.50184	6	very big	163.697	0.000
C4	Planning contributes to the optimal exploitation of resources.	4.3904	.48854	4	very big	169.565	0.000
C5	Planning contributes to identifying deviations and working to correct them.	4.3315	.47734	3	very big	171.211	0.000
C6	The planning process is one of the most important functions of discretionary budgets.	4.3904	.49427	5	very big	167.598	0.000
C7	Operational and strategic objectives are set and reflected in budgets	3.8989	.65512	7	big	112.291	0.000
C8	Reduces conflict at all levels of the organization.	3.7022	.74387	8	big	93.906	0.000
	All axis vertebrae together	4.3283	1.54127		very big	423.889	0.000

Source: Prepared by the researcher

We conclude from Table No. (11-4) that the arithmetic means of the first paragraph “Helps predict the future performance of the facility” is equal to 4.7978 (total score of 5). This means that there is agreement on this paragraph, and the sample members expressed it to a large extent. The researcher interprets this result by the sample members’ agreement that discretionary and capital budgets help predict the future performance of the facility, as the arithmetic mean of the eighth paragraph was, “It reduces conflict at all levels.” “Facility” equals 3.7022 (total score of 5). This means that there is significant agreement among the sample members on this paragraph. The researcher explains this result by the agreement of the sample members on the role of discretionary and capital budgets and their ability to reduce conflict at all levels. Facility levels.

In general, it can be said that the arithmetic means of the third axis “improves discretionary capital budgets and planning effectiveness in small and medium enterprises, which enhances sustainability” is equal to 4.3283. This means that there is a large agreement by the sample members on the items of the third axis, and the researcher reinforces this reason to the fact that there is a very large agreement by the sample members that discretionary and capital budgets work to improve effective planning in small and medium enterprises, which enhances sustainability.

As for the result of the third main alternative hypothesis, which states that there is a statistically significant relationship at a significance level ≥ 0.05 for discretionary

and capital budgets and their contribution to improving planning efficiency in small and medium enterprises. The rule states that the alternative hypothesis is accepted when the calculated significance level is less than the tabulated significance level of 0.05. We note from the above table that the calculated significance level is .000, which is lower than the tabulated significance level of .05. Therefore, the alternative hypothesis will be **accepted, meaning that there is a statistically significant relationship at a significance level ≥ 0.05 for discretionary and capital budgets and their contribution to improving planning efficiency in small and medium-sized companies.**

❖ **Fourth:** Analysis of the paragraphs of the fourth axis: “Discretionary and capital budgets work to improve financial decisions, which enhances sustainability, which proves the fourth alternative hypothesis used. **There is a statistically significant relationship at the significance level of $p \geq 0.05$ for discretionary and capital budgets on financial decisions in small and medium-sized companies**”.

The arithmetic mean, standard deviation, relative weight, rank, and T-test value were used to determine the degree of agreement. The results are shown in Table No. (12-4):

Table No. (12-4): Arithmetic mean, standard deviation, relative weight, ranking, and T-test value for each item of the fourth axis.

#	Paragraph	Arithmetic average	standard deviation	Arrangement	Degree of approval	Test value	Probability value
D1	Contributes to making rational financial decisions.	4.8399	.39672	1	very big	230.182	0.000
D2	Budgets translate and reflect project objectives.	4.7612	.42693	2	very big	210.421	0.000
D3	Helps improve facility performance.	4.5618	.2.67573	8	very big	32.168	0.000
D4	It is considered a basis for preparing establishment policies.	4.4466	.52537	5	very big	159.694	0.000
D5	Decisions based on them contribute to maximizing the value of the enterprise.	4.3511	.51213	4	very big	160.304	0.000
D6	It helps in comparing alternatives and choosing the best alternative.	4.4410	.49721	3	very big	168.527	0.000

D7	It is prepared by qualified and trained personnel.	4.3680	.51675	6	very big	159.488	0.000
D8	It contributes to raising the level of facility performance.	3.7781	.70305	7	big	101.394	0.000
	All axis vertebrae together	4.44347	3.15880		very big	212.332	0.000

Source: Prepared by the researcher

We conclude from Table No. (12-4) that the arithmetic mean of the first paragraph contributes to rational financial decision-making is equal to 4.8399 (total score of 5). This means that there is significant agreement among the sample members on this paragraph. The researcher explains this result by the agreement of the sample members that discretionary and capital budgets contribute to rational financial decision-making. The arithmetic means for the eighth item, “Helps improve the facility’s performance,” was also equal to 4.5618 (total score of 5). This means that there is significant agreement by the sample members on this paragraph, and the researcher explains this result by the sample members’ agreement on the role of discretionary and capital budgets and their ability to improve the enterprise’s performance.

In general, it can be concluded that the arithmetic means of the fourth axis, “Discretionary and capital budgets improve financial decisions, which enhances sustainability,” is equal to 4.44347. This means that there is a large agreement by the sample members on the items of the third axis, and the researcher attributes this reason to the fact that there is a very large agreement by the sample members that discretionary and capital budgets work to improve financial decisions, which enhances sustainability.

As for the result of the fourth main alternative hypothesis, which states that there is a statistically significant effect at the level of significance $\alpha \geq 0.05$ for discretionary and capital budgets on financial decisions in small and medium enterprises. The rule stipulates that the alternative hypothesis is accepted when the calculated significance level is less than the tabular significance level of 0.05. We note from the table above that the calculated significance level is .000, which is less than the tabular significance level at the 0.05 significance level. Accordingly, the alternative hypothesis will be **accepted, i.e. There is a statistically significant effect at the significance level of $p \geq 0.05$ for discretionary and capital budgets on financial decisions in small and medium enterprises. -Companies size.**

Chapter 5

conclusion and results

5. results

5.1 Main results

After presenting the questionnaire to the respondents, analyzing it, and presenting its results, this study reached a set of results as follows:

1. The results of the respondents demonstrated that discretionary and capital budgets contribute to improving the efficiency of identifying available alternatives to the decision maker in small and medium enterprises in Palestine.
2. The results of the respondents showed that discretionary and capital budgets contribute to improving financial control in small and medium enterprises in Palestine.
3. The results of the respondents showed that discretionary and capital budgets contribute to improving the efficiency of planning in small and medium enterprises in Palestine.
4. The results of the respondents demonstrated that discretionary and capital budgets contribute to improving financial decisions in small and medium enterprises in Palestine.

5.2 Sub-results

The study reached a set of the following sub-results:

1. Discretionary and capital budgets contribute to identifying and detecting deviations in the work.
2. Discretionary and capital budgets help determine expected goals.
3. Discretionary and capital budgets contribute to predicting the future and optimal exploitation of resources.
4. Discretionary and capital budgets translate business objectives and improve facility performance.

5.3 discussion, conclusion and suggestions

- 5.3.1 The study concluded that discretionary and capital budgets contribute to improving the efficiency of identifying available alternatives in small and medium enterprises in Palestine. After comparing this result with previous studies, the researcher found that there is great agreement with this result, as the result of this study agreed with a group of studies such as A study by (Qasim, Souad, 2011), a study by (Al-Sahn, et al.), a study by (Ahmed, 2020), and a study by (Saffar, Al-Bati, 2020), as these studies concluded that the process of identifying alternatives has an important role in institutions, and is considered a stage One of the stages of making sound

financial decisions, these studies have clarified the role of budgets in the process of identifying alternatives.

5.3.2 The study concluded that discretionary and capital budgets contribute to improving financial control in small and medium enterprises in Palestine. After comparing this result with the results of previous studies, the researcher found that there is great agreement with this result, as the result of this study agreed with the study of (Iman, Bilal Badarna, 2013) which concluded that there is a role for budgets in financial control over institutions by detecting deviations and working to resolve them, and also agreed with the study of (Iman Hamidat, 2014), the study of (Ben Azzou, Linda, 2015), the study of (Souad Mirqab, 2016).), and a study (Karbbaa, Muhammad, 2020) that the control process is one of the most important functions of budgets, through the role of budgets in detecting deviations and working to solve them.

5.3.3 This study also concluded that discretionary and capital budgets contribute to improving the efficiency of planning in small and medium enterprises in Palestine. After comparing this result with the results of previous studies, the researcher found that there is great agreement with this result, as the result of this study agreed with the study of (AbdullahAl-Rasoul, et al., 2023), as this study concluded the importance of budgets in planning. This

study also confirmed the increase in errors in institutions that are not aware of the importance of budgets. It also agreed with a group of studies, including the study (Osama, Allal, 2020), the study (BushabaMirisia, 2018), a study (Shabtana, 2015), and a study (Al-Bakhlili, Amin, 2014), as these studies concluded that the planning process is considered one of the most important functions of budgets, and that budgets are considered an effective planning tool because of their important role in identifying deviations and work. To solve them and reduce errors in institutions, in addition to the role of budgets in giving a vision of the future.

- 5.3.4** This study concluded that discretionary and capital budgets contribute to improving financial decisions in small and medium enterprises in Palestine. After comparing this result with the results of previous studies, the researcher found that there was great agreement with this result, as this result agreed with the study of (Mansour, et al., 2023), and a study (Mahmoud, Musa, 2022), where the two studies agreed on the existence of a relationship between planning, control, and financial decision, as the two studies made clear that the financial decision process results from the control process, and also concluded the importance of budgets in making financial decisions from Through the ability of budgets to give a vision of the future, this result also agreed with the result of the study (Pierce, 2019) and the study (Ebenezer, 2020), as both studies concluded that there is a

relationship between budgets and financial decisions, leaving behind recommendations for using a set of techniques when making decisions. Finance. This result also agreed with the result of the study (Bin Al-Nazir, Nour Al-Huda, 2015), where this study concluded that budgets are considered a tool for financial planning by making sound financial decisions.

5.4 Second: Recommendations

Based on the previous results, this study summarized the following recommendations:

- 5.4.1** Urging companies, especially small and medium-sized companies, to prepare the discretionary and capital budget.
- 5.4.2** The necessity of relying on discretionary and capital budgets when comparing available alternatives, as this contributes to improving the process of identifying alternatives.
- 5.4.3** Institutions of all types must pay attention to preparing discretionary and capital budgets to contribute to improving financial control and highlighting their role in detecting deviations.

- 5.4.4** The necessity of using discretionary and capital budgets when preparing future plans, which contributes to improving the planning process within the institution.
- 5.4.5** The need to educate financial managers in institutions about the importance of preparing discretionary and capital budgets, which contributes to improving sound financial decision-making.
- 5.4.6** It is important for Palestinian institutions that do not prepare budgets to use budgeting methods (discretionary, capital, and cash) to support their administrative work, especially since it has been shown that using the budget and being guided by it has an impact on the company's overall performance.
- 5.4.7** Palestinian institutions must set realistic goals in their budgets so that they are achievable under the circumstances and available data, and that these budgets are based on logical assumptions and are prepared by competent and specialized people.
- 5.4.8** It is important that Palestinian institutions follow the method of participation in preparing and implementing budgets, linking incentives to performance, and using responsibility accounting methods in order to raise the level of their comprehensive performance.
- 5.4.9** The need for Palestinian institutions to use strategic planning methods when preparing budgets, as it is a modern administrative method that includes many

quantitative and qualitative measures and contributes to confronting the conditions of the surrounding environment.

5.4.10 Other researchers should conduct further studies on discretionary and capital budgets, to support the overall performance of institutions.

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Appendices

**Master of
Accounting
And auditing**



**Arab American
University
College of
Graduate
Studies**

Questionnaire form

Gentlemen

welcome,,,,,

The researcher is preparing a master's thesis entitled: Discretionary and capital budgets and their impact on the sustainability of small and medium enterprises in

Palestine, in fulfillment of the requirements for obtaining a master's degree in the field of accounting and auditing from the College of Graduate Studies at the Arab American University. In view of your experience and knowledge of the subject of the thesis, please cooperate in answering all paragraphs of the questionnaire objectively, by placing a cross (X) in the appropriate place. We stress that all data you provide will be treated with complete confidentiality and will only be used for scientific research purposes only, and the results of the research will be provided to you if you wish.

With sincere thanks in advance for your cooperation

General Instructions:

1. If you have any questions, do not hesitate to contact the researcher on mobile number 0592796276 or through the following email arajf04@gmail.com.
2. Please answer all questions, knowing that your answer will be treated with complete confidentiality, with my full responsibility for that.
3. Leaving part of the questions blank makes the questionnaire unanalyzable, so I hope very much for your help in completing my thesis.

Researcher

FADI Muhammad Mustafa Al-Ara

Zahran Daraghme

Supervisor

Professor Dr.

Year: 2023/2024

Section One: Personal (demographic) data related to the company, please put a mark (X) in the appropriate place.

1- Social gender

A- remember

B – female

2 - Academic qualification

A - Diploma or below

B - Bachelor's degree

C - Master's degree

D - Ph.D.

3- Job title

A - Financial Manager

B - Head of the Accounts or Finance Department

C – Accountant

4 - Number of years of experience

A - 5 years and under

B - From 6 to 10 years

C - From 11 to 15 years

D - 16 years and over

5- What is the type of company?

A- Industrial

B- Services

T- Commercial

6- Does the company prepare estimated (operating) budgets?

A- Yes

B- No

7- Does the company prepare capital budgets?

A- Yes

B- No

Section Two: To what extent do you agree with each of the paragraphs shown below about discretionary and capital budgets and their impact on the sustainability of small and medium enterprises in Palestine.

(A) The first axis: Discretionary and capital budgets improve the efficiency of identifying alternatives in small and medium enterprises, which enhances sustainability through.

#	Paragraph	Strongly Agree	OK	neutral	not agree	Strongly Disagree
A1	It contributes to determining the efficiency of identifying alternatives.					
A2	Helps rationalize the use of available resources.					
A3	Contributes to detecting deviations at work.					
A4	It is considered an important means of measuring and evaluating an organization's tool.					

A5	Helps identify the causes of deviation.					
A6	The decision-making process is based on the process of identifying available alternatives.					
A7	The efficiency of identifying alternatives results from the availability of useful information					
A8	Increasing the amount and accuracy of information available about the problem increases the efficiency of the process of identifying appropriate alternatives for the facility.					

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(B) The second axis: Discretionary and capital budgets work to activate financial and administrative control in small and medium enterprises, which enhances sustainability through.

#	Paragraph	Strongly Agree	OK	neutral	not agree	Strongly Disagree
B1	It is one of the most important financial and administrative control tools in establishments.					
B2	Its preparation helps increase oversight of establishments.					
B3	The process of monitoring projects contributes to measuring the extent of the facility's commitment with its financial and administrative plans, and identifying any deviations.					

B4	Helps set financial and administrative goals and expectations, and identifies areas that need improvement.					
B5	The control process is one of its most important functions.					
B6	The financial and administrative control process contributes to improving project performance.					
B7	A sound control process contributes to developing realistic future plans for projects.					
B8	It contributes to activating oversight in establishments, which helps address errors Resulting.					

(C) The third axis: Discretionary and capital budgets improve the effectiveness of planning in small and medium enterprises, which enhances sustainability through.

#	Paragraph	Strongly Agree	OK	neutral	not agree	Strongly Disagree
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C1	It helps predict the future performance of the facility.					
C2	It is considered an effective planning tool in the facility.					
C3	They are considered economic plans that help in choosing between alternatives.					
C4	Planning contributes to the optimal exploitation of resources.					
C5	Planning contributes to identifying deviations and working to correct them.					
C6	The planning process Is one of the most important					

	functions of discretionary budgets.					
C7	Operational and strategic objectives are set and reflected in budgets.					
C8	Reduces conflict at all levels of the organization.					

(D) Fourth Axis: Discretionary and capital budgets improve financial decisions, which enhances sustainability through

#	Paragraph	Strongly Agree	OK	neutral	not agree	Strongly Disagree
D1	Contributes to making rational financial decisions.					
D2	Budgets translate and reflect project objectives.					
D3	Helps improve facility performance.					

D4	It is considered a basis for preparing establishment policies.					
D5	Decisions based on them contribute to maximizing the value of the enterprise.					
D6	It helps in comparing alternatives and choosing the best alternative.					
D7	It is prepared by qualified and trained personnel.					
D8	It contributes to raising the level of facility performance.					

Thank you for your kind cooperation

researcher

FADI Muhammad Mustafa Al-ARAJ

ماجستير المحاسبة

الجامعة العربية

والتدقيق

الامريكية



كلية الدراسات العليا

استمارة استبيان

السادة الأفاضل

تحية وبعد،،،،،

يقوم الباحث بإعداد رسالة ماجستير موسومة بـ: **الموازنات التقديرية والرأسمالية وأثرها على استدامة المشاريع الصغيرة والمتوسطة في فلسطين**، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في تخصص المحاسبة والتدقيق من كلية الدراسات العليا بالجامعة العربية الأمريكية. وبحكم ما تتمتعون به من خبره ودراية بموضوع الرسالة، يرجى تعاونكم في الإجابة على جميع فقرات الاستبانة بموضوعيه، من خلال وضع إشارة (x) في المكان المناسب لذلك. مؤكداً على أن كل ما تدلون به من بيانات، سوف يتم التعامل بها بسريه تامة ولن تستخدم إلا لأغراض البحث العلمي فقط، وسيتم تزويدكم بنتائج البحث حال رغبتكم بذلك.

مع خالص الشكر مسبقاً لتعاونكم

إرشادات عامة:

1. في حال وجود أي استفسار لا تتردد بالتواصل مع الباحث على رقم جوال 0592796276 أو من خلال

البريد الالكتروني التالي arajf04@gmail.com.

2. يرجى من حضرتكم الإجابة عن جميع الأسئلة مع العلم بأن إجاباتكم ستعامل بسرية تامة مع كامل

مسئوليتي عن ذلك.

3. ترك جزء من الأسئلة فارغة يجعل الاستبانة غير قابلة للتحليل، لذلك أملى بكم كبير بمساعدتكم في إتمام

رسالتي.

المشرف

الباحث

الأستاذ الدكتور زهران دراغمة

فادي محمد مصطفى الأعرج

العام: 2024/2023

القسم الأول: البيانات الشخصية (الديموغرافية) والمتعلقة بالشركة، يرجى وضع علامة (X) في المكان المناسب.

1 - النوع الاجتماعي

أ - ذكر

ب - انثى

2 - المؤهل العلمي

أ - دبلوم فما دون

ب - بكالوريوس

ج - ماجستير

د - دكتوراه

3 - المسمى الوظيفي

أ - مدير مالي

ب - رئيس قسم الحسابات او المالية

ج - محاسب

4 - عدد سنوات الخبرة

أ - 5 سنوات فما دون

ب - من 6 الى 10 سنوات

ج - من 11 الى 15 سنة

د - 16 سنة فأكثر

5- ما هو نوع الشركة

أ- صناعية

ب- خدماتية

ت- تجارية

6- هل تقوم الشركة باعداد الموازنات التقديرية (التشغيلية)

أ- نعم

ب- لا

7- هل تقوم الشركة باعداد الموازنات الرأسمالية

أ- نعم

ب- لا

القسم الثاني: ما هو مدى موافقتك على كل فقرة من الفقرات المبينة ادناه حول الموازنات التقديرية والرأسمالية أثرها على استدامة المشاريع الصغيرة والمتوسطة في فلسطين.

(A) المحور الأول: تحسن الموازنات التقديرية والرأسمالية كفاءة تحديد البدائل في المنشآت الصغيرة والمتوسطة مما يعزز الاستدامة من خلال.

#	البيان	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
A1	تُساهم في تحسين كفاءة تحديد البدائل.					
A2	تساعد في ترشيد استخدام الموارد المتاحة.					
A3	تساهم في كشف الانحرافات في العمل.					
A4	تعتبر وسيلة مهمة لقياس وتقييم أداء المنشأة.					
A5	تساعد في تحديد أسباب الانحراف.					
A6	عملية اتخاذ القرار تبنى على عملية تحديد البدائل المتاحة.					

					A7	كفاءة تحديد البدائل ناتج عن توفر المعلومات مفيدة.
					A8	زيادة كمية ودقة المعلومات المتاحة عن المشكلة تزيد من كفاءة عملية تحديد البدائل المناسبة للمنشأة.

(B) المحور الثاني : تعمل الموازنات التقديرية والرأسمالية على تفعيل الرقابة المالية والادارية في

المنشآت الصغيرة والمتوسطة مما يعزز الاستدامة من خلال.

#	البيان	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
B1	تُعد من أهم أدوات الرقابة المالية والإدارية في المنشآت.					
B2	يساعد اعدادها في زيادة الرقابة على المنشآت.					
B3	تساهم عملية الرقابة على المشاريع في قياس مدى التزام المنشأة بخططها المالية والإدارية، وتحديد أي انحرافات.					

					B4	تساعد على تحديد الأهداف والتوقعات المالية والإدارية، وتحديد المجالات التي تحتاج إلى تحسين.
					B5	تعتبر عملية الرقابة واحدة من أهم وظائفها.
					B6	تساهم عملية الرقابة المالية والإدارية في تحسين أداء المشاريع.
					B7	تساهم عملية الرقابة السليمة في وضع خطط مستقبلية واقعية للمشاريع.
					B8	تساهم في تفعيل الرقابة في المنشآت، مما يساعد على معالجة الأخطاء الناتجة.

(C) المحور الثالث: تحسن الموازنات التقديرية والرأسمالية فعالية التخطيط في المنشأة الصغيرة

والمتوسطة مما يعزز الاستدامة من خلال.

#	البيان	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
C1	تساعد على التنبؤ بالأداء المستقبلي للمنشأة.					
C2	تعتبر أداة تخطيط فاعلة في المنشأة.					
C3	تعتبر خطط اقتصادية تساعد في الاختيار بين البدائل.					
C4	التخطيط من خلالها يساهم في الاستغلال الامثل للموارد.					
C5	التخطيط من خلالها يساهم في تحديد الانحرافات والعمل على تصحيحها.					
C6	تعتبر عملية التخطيط واحدة من أهم وظائف الموازنات التقديرية.					
C7	يتم وضع اهداف تشغيلية واستراتيجية وعكسها بالموازنات.					
C8	تقلل الصراع على جميع مستويات المنشأة.					

(D) المحور الرابع: تعمل الموازنات التقديرية والرأسمالية على تحسين القرارات المالية مما يعزز

الاستدامة من خلال.

#	البيان	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
D1	تساهم في اتخاذ القرار المالي الرشيد.					
D2	تترجم الموازنات أهداف المشاريع وتعكسها.					
D3	تساعد في تحسين أداء المنشأة.					
D4	تعتبر اساس لأعداد سياسات المنشأة.					
D5	القرارات المبنية عليها تساهم في تعظيم قيمة المنشأة.					
D6	تساعد في المفاضلة بين البدائل واختيار البديل الأفضل.					
D7	إعدادها يتم من قبل موظفين مؤهلين ومدربين.					

					تساهم في رفع مستوى أداء المنشأة.	D8
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شاكرًا لكم حسن تعاونكم

الباحث

فادي محمد مصطفى الأعرج

List of arbitrators for the questionnaire

N	Name of the arbitrator	Degree	Job	Email
1	Dr. Ihab Al-Qabaj	Ph.D.	Lecturer at Palestine Technical University, Kadoorie	ihabq@yahoo.com
2	Dr. Moez Abu Alia	Ph.D.	Lecturer at An-Najah National University	muizabualia@najah.edu
3	Dr. Muhammad Al-Araj	Ph.D.	Director General of the Ministry of Labor and lecturer at Al-Quds Open University	arjoon3@yahoo.com
4	Dr. FADI Nofal	Ph.D.	Lecturer at Al-Quds Open University	fadinofal51@gmail.com
5	Dr. Zuhair Barham	Ph.D.	Lecturer at Palestine Technical University, Kadoorie	z.barham@ptuk.edu.ps
6	Dr. FADI Shehadeh	Ph.D.	Lecturer at Palestine Technical University, Kadoorie	f.shehadeh@ptuk.edu.ps

7	Mr. Ahmed Al-Zakla	Master's	Accounting teacher	-
8	Mr. Amer Abu Bakr	Master's	Sales manager for 15 years at Mozico Group of Companies	amer.baker@moseco.com.jo
9	FADI Al-Akhras	Bachelor's	Accounting teacher	-
10	Abdel Basset Barakat	Bachelor's	Financial manager for 20 years at ITEC	abaset.barakat@itec.ps

Table: Summary of Previous studies

NO	Year	Author Name	Objective	Findings
1	2015	Bin Al-Nazir, & Nour Al-Huda.	The role of the estimated budget as a financial planning tool in making financial decisions in the economic institution	Estimated budgets have an effective role in making financial decisions, identifying deviations, and working to correct them
2	2020	safaarbati	The role of discretionary budgets in rationalizing financial decisions	Budgets have a major role in helping those responsible in making comparisons between decisions, and there is also a

				major role for budgets in decision-making
3	2020	Ebenezer, &Yiboa	Capital Budgeting as a Tool for Managerial Decision Making	There is a relationship between the capital budget and financial decisions, and it is necessary to hold training courses for employees
4	2019	Pearce, &Small	The Impact of Capital Budget Decision on Financial Performance of Commercial Banks	Making decisions to prepare the budget is directly linked to the performance of banks

5	2022	Mahmoud Jawdat Qabaha, & Nael Adel Musa	The role of the Palestinian Authority's general budget as a planning and control tool in rationalizing financial decisions	The process of making financial decisions depends primarily on the control process and not the planning process. It is necessary to hold courses for managers to explain the deviations that have been reached before preparing the budget.
6	2023	Mansour, et al	The impact of oversight on the management of discretionary budgets in rationalizing the	There is a direct impact of oversight on decision- making, as the decision-making

			financial decisions of economic institutions	process results from oversight, in addition to the fact that the budget works to improve decision-making.
7	2013	Iman Al-Hanini,& Bilal Badran	The role of using discretionary budgets in improving planning, control and decision-making in agricultural companies	Discretionary budgets improve the planning and control functions
8	2014	Iman Hamdan	The role of discretionary budgets in monitoring economic institutions	Estimated budgets have a major role in the control process in the economic institution, in addition to the fact

				that the planning and control process is the most important function of the discretionary budget.
9	2015	Ben Azouz Linda	The reality of applying discretionary budgeting in the economic institution	This study confirmed that planning and control are the most important functions of the discretionary budget, and that the quality of the budget results from the personality of the person responsible for preparing it.

10	2016	Sumaya Khirbet, &Souad Murqab	Estimated budget as a tool for monitoring management and its importance in the economic institution	The estimated budget is an effective tool for monitoring management by detecting deviations and working to correct them in the presence of an effective control system
11	2020	Karbaa Muhammad Naguib,&Lawam Muhammad	Using the estimated budget as a tool for monitoring management	The estimated budget is an important tool for the control process by detecting deviations and eliminating them

12	2021	Osama, & Alal	The discretionary budget system as a means of evaluating the financial performance of the institution	The budget has a significant role in the performance evaluation process, in addition to monitoring and planning being one of the most important functions of the budget. The budget also works to identify deviations and correct them.
13	2018	Atallah, Nada	The role of accounting information systems in making administrative decisions	The accounting information system used in companies contributes to providing information to the

				user in a timely manner
14	2015	Shabana,& Abdul Hadi	The role of the budget as a planning and control tool in rationalizing decisions in the Palestinian National Authority	Budgets are an effective planning tool, which helps in identifying deviations and working to correct them
15	2014	Bakhalili, & Muhammad Al-Amin	The role of the discretionary budget in improving the performance of the economic institution	The study proved that budgets are an effective tool for planning and control, adding that budgets give a vision of the future through a sound planning process.
16	2023	Abdul Rasoul, et al	Using estimated budgets to plan the	The lack of awareness of

			financial needs of the economic institution	institutions about the importance of preparing budgets contributes to the presence of many errors and deviations, so this study clarified the importance of budgets and planning for their preparation.
17	2018	Al-Khalidi, et al	The role of budgets as a planning tool for exploiting financial resources in the municipalities of the Gaza Strip.	This study clarified that budgets are considered a tool for planning and exploiting resources, in addition to explaining the

				importance of budgets, planning for their preparation, and the necessity of preparing them.
18	2001	Qasim Souad	The Impact of Strategic Intelligence on the Decision-Making Process	The process of identifying alternatives coincides with the decision-making process, and the process of identifying alternatives helps in reaching sound decisions
19	2002	Al-Sahn et al.	Principles of Management	This study explained the process of

				identifying alternatives as an important part of administrative processes
20	2016	Bin Qirat Amal, & Kaour Amira	The role of capital budgeting in rationalizing investment spending.	The capital budget is considered one of the most important estimation tools that institutions rely on to rationalize and improve the spending process, in addition to the effectiveness of the capital budget in achieving goals.

الملخص

هدفت هذه الدراسة إلى التعرف على الموازنات التقديرية والرأسمالية وأثرها على استدامة المشاريع الصغيرة والمتوسطة في فلسطين، والتعرف على أبعادها ونتائجها، ودراسة ظواهرها من خلال التعرف على مفهوم الموازنات التقديرية والرأسمالية، ومدى تأثير هذه الموازنات على استدامة المشاريع الصغيرة والمتوسطة في فلسطين حسب المتغيرات الديمغرافية (المؤهل العلمي) المسمى الوظيفي، سنوات الخبرة، ولتحقيق أهداف الرسالة تم استخدام المنهج الوصفي التحليلي. وقد تم تصميم استبيان واستخدامه كأداة للقياس وتم التحقق من صحة الأداة من خلال عرضها على محكمين من ذوي الخبرة والكفاءة. وتم توزيع 359 استبانة على المؤسسات الصغيرة والمتوسطة في فلسطين، وتم استرجاعها وترميزها وإدخالها على الحاسوب و معالجتها إحصائياً باستخدام برنامج التحليل الإحصائي.

وتوصلت الدراسة إلى النتائج التالية:-

- 1- مساهمة الموازنات في تحديد البدائل المتاحة من خلال مساهمتها في الاستغلال الامثل للموارد والتنبؤ بالمستقبل مما يعزز الاستدامة.
- 2- تعمل الموازنات على تحسين الرقابة المالية من خلال مساهمتها في كشف الانحرافات وتحديد ما يعزز الاستدامة.

3- تساهم الموازنات في تحسين كفاءة التخطيط من خلال تحديد أهداف العمل والتبؤ
بالمستقبل مما يعزز الاستدامة

4- تساهم الموازنات في تحسين اتخاذ القرار المالية من خلال تحديد الاهداف المتوقعة بصورة
سليمة مما يعزز الاستدامة.

وأوصت الدراسة بالعديد من التوصيات أهمها:-

- 1- حث الشركات على أهمية اعداد الموازنات لما يعزز لها الاستدامة.
 - 2- ضرورة الاعتماد على الموازنات عند اتخاذ القرار المالي والتخطيط السليم للمشروع
وعملية تحديد البدائل المتاحة مما يعزز الاستدامة.
 - 3- يجب على المؤسسات الفلسطينية استخدام اسلوب المشاركة في اعداد الموازنات وفق
أساليب محاسبة مما يرفع من مستوى ادائها ،اضافة الى وضع اهداف واقعية في الموازنات
يمكن تحقيقها.
 - 4- ضرورة توعية المدراسة الماليين والشركات على أهمية اعداد الموازنات .
- الكلمات المفتاحية: الموازنات التقديرية، الموازنات الرأسمالية، المشاريع الصغيرة
والمتوسطة في فلسطين.

