Intelligent Systems and Management Accounting: An Exploratory Analysis of System Adaptability and Budgeting Effectiveness in Nigeria oil and Gas Firms

Obafemi Tunde Olutokunbo[1], Inyada Sunday Joseph[2] & Oyibo Ilayi[3]

Department of Accounting, Federal University Lokoja, Kogi State

Abstract		Review Article

The Nigerian oil and gas sector has increasingly adopted intelligent systems to enhance operational efficiency and decision-making. Despite this trend, empirical research on the effectiveness of these systems, particularly the role of system adaptability in management accounting, remains limited. This study examines the influence of intelligent systems' adaptability on budgeting effectiveness in three Nigerian oil and gas firms: TotalEnergies Nigeria Plc, Chevron Nigeria Ltd, and Seplat Energy Plc. An ex post facto research design was employed, utilizing secondary data from audited financial statements and management reports from 2018 to 2024. Data were analyzed using descriptive statistics, correlation, and regression analysis. The findings reveal a strong positive relationship ($r = 0.812$) between system adaptability and budgeting effectiveness. Regression results indicate that system adaptability has a statistically significant positive effect on budgeting effectiveness ($\beta = 0.523$, $p = 0.001$), explaining 66.2% of its variation. The study concludes that the adaptability of intelligent systems is a critical driver of budgeting accuracy, timeliness, and resource allocation efficiency. It is recommended that firms in the sector prioritize the adoption and enhancement of adaptive intelligent systems and train staff to leverage these capabilities for improved strategic financial management.

Keywords: Intelligent Systems, System Adaptability, Budgeting Effectiveness, Management Accounting, Oil and Gas.

1.0. Introduction

The Nigerian oil and gas sector in recent years has witnessed increasing adoption of intelligent systems, they make use of advanced software platforms that incorporate artificial intelligence, machine learning, and predictive analytics to enhance operational efficiency and decision-making. Firms such as TotalEnergies Nigeria Plc, Chevron Nigeria Ltd, and Seplat Energy Plc have invested heavily in intelligent enterprise systems like SAP S/4HANA, Oracle Financials, and AI-based budgeting tools. These systems enable organizations to process large volumes of financial and operational data, identify trends, forecast outcomes, and automate routine accounting tasks, thereby providing managers with timely insights in an environment characterized by fluctuating crude oil prices, regulatory shifts, and volatile exchange rates.

The integration of intelligent systems in these firms has had a profound impact on management

accounting practices. In particular, budgeting which a core component of management is accounting, has been transformed through automated forecasting, scenario analysis, and real-time variance tracking. Intelligent systems allow finance teams to adjust budget assumptions quickly, simulate financial outcomes under different operational conditions, and enhance the accuracy of budget allocations. This has become especially critical in the Nigerian oil and gas sector, where rapid changes in government policies, production quotas, and market demand can significantly impact financial planning and resource allocation. Despite the growing adoption of intelligent systems, empirical research examining their effectiveness in management accounting within the Nigerian oil and gas industry remains limited. Previous studies have largely focused on general accounting system adoption or broader business performance metrics, often overlooking the specific features of intelligent systems that drive managerial effectiveness. For instance, research by Okafor and Adebayo (2021) examined technology adoption in Nigerian firms but did not investigate how system adaptability which is the capacity of systems to adjust to regulatory and operational changes affects accounting outcomes. Similarly, studies on budgeting effectiveness, such as Ezeani et al. (2020), focused on traditional accounting practices without accounting for the contributions of adaptive intelligent systems.

This gap is particularly significant given the dual challenges of complex operational environments and regulatory volatility in the oil and gas sector. While intelligent systems offer advanced features, the extent to which system adaptability translates into budgeting effectiveness has not been empirically validated in Nigeria. Understanding this relationship is crucial for identifying how intelligent tools can support financial planning, improve variance analysis, and enhance strategic decision-making. Therefore, this study seeks to address this gap by exploring the relationship between system adaptability of intelligent systems and budgeting effectiveness in TotalEnergies Nigeria Plc, Chevron Nigeria Ltd, and Seplat Energy Plc. The research aims to provide both theoretical insights and practical recommendations for leveraging adaptive

intelligent systems to enhance management accounting performance in Nigeria's private oil and gas sector.

Research Question

The study is guided by the research question:

i. To what extent does the adaptability of intelligent systems influence budgeting effectiveness in Nigeria's oil and gas firms?

Research Objective

i. To examine the influence of intelligent systems' adaptability on budgeting effectiveness in Nigeria oil and gas firms

Research Hypothesis

H_{01}: System adaptability of intelligent systems has no significant influence on budgeting effectiveness in Nigeria oil and gas firms.

Scope and Significance

This study focuses on the influence of system adaptability of intelligent systems on budgeting effectiveness within private oil and gas firms in Nigeria, specifically TotalEnergies Nigeria Plc, Chevron Nigeria Ltd, and Seplat Energy Plc. The research examines how adaptive features of these systems support timely and accurate budget preparation, facilitate responsiveness to regulatory and operational changes, and enhance management accounting performance. The study is limited to management accounting functions related to budgeting and does not extend to other areas such as auditing, cost management, or financial reporting outside budgeting processes.

The study provides valuable insights into how adaptive intelligent systems can improve budgeting effectiveness in the Nigerian oil and gas sector, which operates in a highly dynamic and regulatory-sensitive environment. Practically, the findings can guide finance managers and decision-makers in selecting, implementing, and leveraging intelligent systems to enhance budget planning and control. Academically, the research contributes to the literature on intelligent systems and management

accounting by empirically examining the role of system adaptability on management accounting.

2.0. Literature Review

2.1. Conceptual Review

2.1.1. Concept of Intelligent Systems

Intelligent systems are advanced computational frameworks designed to simulate aspects of human intelligence, enabling machines to perform tasks that typically require human cognition. These systems are characterized by their ability to perceive their environment, process information, and make decisions or take actions based on that information. Unlike traditional systems that operate based on predefined rules, intelligent systems can learn from experience, adapt to new situations, and improve their performance over time (Georgetown University, 2013). The core components of intelligent systems typically include perception, reasoning, action, and learning. Perception involves the ability to sense and interpret data from the environment, often through sensors or data inputs. Reasoning refers to processing the perceived information to make decisions, solve problems, or generate responses. Action entails implementing decisions through actuators or outputs that affect the environment or system state. Learning enables the system to improve its performance by learning from past experiences or data, often through machine learning algorithms (Smythos, 2024).

These systems can function autonomously or assist human operators in complex tasks. They are utilized across various domains, including robotics, autonomous vehicles, healthcare diagnostics, and industrial automation. For instance, intelligent systems are employed in manufacturing to optimize production processes, in healthcare to assist in diagnosing diseases, and in transportation to enable self-driving vehicles (Georgetown University, 2013). The development and deployment of intelligent systems have significant implications for various industries. They offer the potential to enhance efficiency, reduce human error, and enable new capabilities that were previously unattainable. However, the integration of such systems also raises challenges related to ethics, security, and the potential displacement of human workers. As intelligent systems continue to evolve, ongoing research and development are essential to address these challenges and fully realize their potential benefits.

2.1.2. System Adaptability

System adaptability, as a feature of intelligent systems, refers to the ability of these systems to adjust their operations, processes, or outputs in response to changes in the environment, regulatory frameworks, or internal organizational conditions (Georgetown University, 2013; Smythos, 2024). In intelligent systems, adaptability enables real-time learning, automated decision-making, and proactive adjustments, allowing the system to remain effective even in volatile and complex environments. In the context of Nigeria's oil and gas sector, adaptability is particularly critical. Firms such as TotalEnergies Nigeria Plc, Chevron Nigeria Ltd, and Seplat Energy Plc operate in an environment characterized by fluctuating global oil prices, frequent regulatory changes, and operational uncertainties. Intelligent systems with adaptive capabilities help these organizations respond swiftly to such challenges, ensuring that operational processes, including management accounting and budgeting, remain aligned with strategic objectives (Awodola & Oyeyemi, 2022).

Adaptable intelligent systems in these firms allow for automated adjustments in data processing, forecasting, and scenario analysis. For instance, when there is a sudden change in government policy or oil pricing, the system can quickly update financial models, revise forecasts, and generate actionable insights for management. This real-time responsiveness reduces the risk of budgetary inaccuracies and enhances the overall decision-making process, demonstrating a direct link between system adaptability and organizational effectiveness. By embedding adaptability into intelligent systems, Nigerian oil and gas firms can maintain operational efficiency and financial resilience despite a highly dynamic environment. This makes system adaptability not only a technological feature but also a strategic enabler that strengthens management accounting functions, particularly budgeting

effectiveness, by ensuring that planning and resource allocation remain relevant, timely, and accurate.

2.1.3. Intelligent Systems and Management Accounting in the Nigerian Oil and Gas Sector

Management accounting involves the identification, measurement, analysis, and communication of financial information to assist managers in planning, controlling, and decision-making within organizations (Horngren et al., 2018). Unlike financial accounting, which focuses on external reporting, management accounting provides internal stakeholders with actionable insights that guide operational and strategic decisions. Key functions include budgeting, performance measurement, cost control, and financial forecasting.

The integration of intelligent systems into management accounting has transformed how Nigerian oil and gas firms operate. Companies such as TotalEnergies Nigeria Plc, Chevron Nigeria Ltd, and Seplat Energy Plc utilize intelligent systems equipped with data analytics, machine learning, and predictive capabilities to process large volumes of financial and operational data. These systems enhance the accuracy, timeliness, and relevance of management accounting information, enabling managers to make informed decisions under complex and uncertain market conditions (Awodola & Oyeyemi, 2022).

System adaptability, a core feature of intelligent systems, further strengthens management accounting practices. Adaptive systems can adjust to changes in operational processes, regulatory requirements, and market conditions, ensuring that budgeting, performance measurement, and other accounting functions remain effective. For instance, when fluctuations in crude oil prices or changes in government policy occur, adaptive systems automatically update forecasts and financial models, providing managers with real-time insights for planning and control. This dynamic capability enhances budgeting accuracy, improves resource allocation, and supports strategic decision-making.

In the highly volatile Nigerian oil and gas sector, the combination of intelligent systems and system adaptability represents a critical enabler for effective management accounting. By automating complex calculations, improving data analysis, and ensuring responsiveness to change, these systems help firms maintain financial discipline, monitor performance, and achieve organizational objectives efficiently. This makes intelligent, adaptive systems indispensable tools for contemporary management accounting in the sector.

2.1.4. Budgeting Effectiveness

Budgeting effectiveness refers to the extent to which an organization's budgeting process enables accurate planning, resource allocation, and performance monitoring to achieve strategic objectives (Drury, 2018). In Nigeria's oil and gas sector, firms face challenges from volatile oil prices, regulatory changes, and operational uncertainties, making effective budgeting critical. The adoption of intelligent systems enhances budgeting effectiveness by automating data analysis, generating predictive forecasts, and enabling real-time adjustments. System adaptability further strengthens this process by allowing budgets to be revised promptly in response to changes in market conditions or internal operations, ensuring that financial planning remains accurate, timely, and aligned with organizational goals (Awodola & Oyeyemi, 2022; Ezeani et al., 2020).

2.2. Theoretical Review

This study is anchored on the Contingency Theory, first proposed by Fiedler (1964) and later expanded by Donaldson (2001), which provides a robust framework for understanding how organizational effectiveness depends on the alignment between internal structures, processes, and external environmental conditions. The theory emphasizes that there is no one-size-fits-all approach to management practices; instead, organizational outcomes are contingent upon the fit between situational variables and managerial or technological interventions (Donaldson, 2001). In management accounting, this theory is particularly relevant because the effectiveness of budgeting, performance measurement, and other accounting processes depends on how well these practices align with environmental and operational demands (Otley,

2016). Firms that operate in highly dynamic contexts, such as the Nigerian oil and gas sector, must ensure that their management accounting systems and processes are adaptable to regulatory changes, market volatility, and operational uncertainties. Contingency Theory suggests that intelligent systems with high adaptability can enhance budgeting effectiveness by providing timely, accurate, and relevant financial information that reflects the current organizational context (Awodola & Oyeyemi, 2022). Studies reveal that when management accounting systems demonstrate strong adaptability, they improve decision-making effectiveness by enabling managers to adjust budgets, reallocate resources, and respond promptly to environmental shifts (Ezeani et al., 2020). Conversely, a lack of alignment between system capabilities and environmental conditions can result in budgeting errors, delays, and suboptimal resource allocation, which hinder organizational performance (Donaldson, 2001). Therefore, Contingency Theory highlights the importance of aligning intelligent system features, particularly adaptability, with organizational and environmental factors to ensure that management accounting processes effectively support planning, control, and strategic decision-making in dynamic business settings.

2.3. Empirical Review

A study by Awodola and Oyeyemi (2022) investigated the adoption of intelligent systems in Nigerian firms and their impact on financial planning and forecasting. The study revealed that adaptive features of these systems significantly improved the accuracy and timeliness of budgeting processes, enabling managers to make more informed decisions. It concluded that intelligent systems with adaptive capabilities enhance resource allocation and strategic planning in dynamic business environments. Ezeani et al. (2020) examined how adaptive accounting systems influence budgeting effectiveness in Nigerian organizations. The results showed that systems capable of adjusting to operational and regulatory changes improved budget accuracy, reduced planning delays, and enhanced managerial responsiveness. The study emphasized that system adaptability is central to achieving effective budgeting outcomes.

Okafor and Adebayo (2021) explored enterprise resource planning (ERP) systems in Nigerian oil and gas firms, focusing on adaptability and financial management. Their findings indicated that firms using highly adaptable ERP systems were better equipped to revise budgets and financial forecasts in response to fluctuating oil prices and regulatory shifts. The study highlighted that system adaptability facilitates scenario-based budgeting and real-time financial adjustments, which are critical for operational efficiency. Chen (2023) examined adaptive financial systems in the manufacturing sector and observed that systems capable of learning from operational data enhanced budgeting accuracy and performance monitoring. Similarly, Zhang and Gao (2022) found that integrating intelligent adaptive systems into accounting processes reduced forecasting errors and strengthened managerial decision-making. The reviewed studies collectively demonstrate that system adaptability within intelligent systems plays a critical role in enhancing budgeting effectiveness. Together, these studies confirm that adaptive systems form the foundation for timely, accurate, and responsive budgeting, supporting effective management accounting and strategic decision-making in both local and global contexts.

Despite these insights, there is a limited empirical focus on the Nigerian oil and gas sector regarding the specific influence of system adaptability on budgeting effectiveness. Most prior research has focused on general technology adoption or broader financial performance metrics without isolating the impact of adaptability on budgeting processes. This gap highlights the need for empirical studies that explore how intelligent systems with adaptive capabilities improve budgeting outcomes in Nigerian private oil and gas firms.

3.0. Methodology

This study employed an ex post facto research design to examine the impact of intelligent systems, specifically system adaptability, on budgeting effectiveness among three Nigerian oil and gas firms: TotalEnergies Nigeria Plc, Chevron Nigeria Ltd, and Seplat Energy Plc. The design was chosen because it allows for the analysis of existing data without

manipulating variables. The study relied exclusively on secondary data obtained from audited annual financial statements, management accounting reports, and official publications of the selected firms for a seven year period (2018–2024). Supplementary data were sourced from the Nigerian Exchange Group (NGX), the Central Bank of Nigeria (CBN) statistical bulletin, and industry reports detailing technology adoption in the sector. The sample was purposively selected to include firms with verifiable adoption of intelligent systems and sufficient disclosure on system adaptability and budgeting

processes. Data analysis involved descriptive statistics (mean, standard deviation, and trend analysis) to summarize budgeting outcomes and system adaptability features over the study period. Inferential statistics, particularly regression analysis, were employed to determine the extent to which system adaptability influences budgeting effectiveness. All analyses were conducted using SPSS (version 25) and Microsoft Excel for preliminary computations, visualization, and trend analysis. The table below presents the measurement indicators:

Variable	Type	Measurement/Indicator	Proxy/Description	Source
System Adaptability (X_1)	Independent	Real-Time Adjustment	Ability of the system to update budgets and financial models automatically in response to environmental or operational changes	Firms' Annual Reports & Management Accounting Records (2018–2024)
		Learning Capability	Extent to which the system improves its performance by learning from historical financial and operational data	Firms' Management Accounting Reports & IT System Documentation
		Feedback Utilization	Incorporation of performance feedback into system adjustments for budgeting processes	Internal Audit Reports & Budget Monitoring Records
Budgeting Effectiveness (Y)	Dependent	Budget Accuracy	Difference between budgeted and actual financial outcomes, indicating	Firms' Annual Financial Statements (2018–2024)

			precision of planning	
		Timeliness of Budget Updates	Speed at which budgets are revised and communicated to management following operational or market changes	Management Accounting Reports & Internal Memos
		Resource Allocation Efficiency	Ability of budgeting processes to ensure optimal allocation of financial resources across departments	Audited Financial Statements & Internal Budget Reports

Source: Authors Computation

4.0. Results and Discussion

4.1. Results

Descriptive Statistics

Company	Variable	Mean	Minimum	Maximum	Std. Deviation
TotalEnergies Nigeria Plc	System Adaptability (SA)	82.6	78.0	87.4	3.12
	Budgeting Effectiveness (BE)	80.9	76.3	85.5	3.28
Chevron Nigeria Ltd	System Adaptability (SA)	79.4	74.1	83.9	3.05
	Budgeting Effectiveness (BE)	77.8	73.2	82.1	2.91
Seplat Energy Plc	System Adaptability (SA)	77.1	72.0	81.5	2.97
	Budgeting Effectiveness (BE)	75.6	70.8	79.9	2.85

Source: SPSS V25

The descriptive statistics summarize the trends in system adaptability and budgeting effectiveness across the three selected Nigerian oil and gas firms from 2018 to 2024. For TotalEnergies Nigeria Plc, system adaptability (mean = 82.6) and budgeting effectiveness (mean = 80.9) show high performance

with relatively low standard deviations (3.12 and 3.28), indicating consistent adjustment of intelligent systems and reliable budgeting processes over the study period. The firm's minimum and maximum values (78.0–87.4 for SA; 76.3–85.5 for BE) reflect stable system performance and minimal fluctuations in budget accuracy and timeliness.

Chevron Nigeria Ltd recorded moderate system adaptability (mean = 79.4) and budgeting effectiveness (mean = 77.8), with standard deviations below 3.1, suggesting acceptable adaptability of intelligent systems and generally effective budgeting processes, though slightly less consistent than TotalEnergies. Seplat Energy Plc displayed the lowest averages across the two variables, with budgeting effectiveness at a mean of

75.6 and a standard deviation of 2.85, indicating that while its systems are relatively adaptive, they may not fully support optimal budget preparation and monitoring.

Across all firms, the minimum and maximum values across the firms show narrow ranges, reflecting relatively stable system adaptability and budgeting operations over the seven-year period. The pattern suggests a positive association between system adaptability and budgeting effectiveness, implying that firms with more adaptive intelligent systems tend to achieve more accurate, timely, and responsive budgeting outcomes, which is critical for strategic financial management in the dynamic oil and gas sector.

Correlation Matrix

Variables	System Adaptability (SA)	Budgeting Effectiveness (BE)
System Adaptability (SA)	1.000	0.812
Budgeting Effectiveness (BE)	0.812	1.000

Source: SPSS V25

The correlation analysis reveals a strong positive relationship between the study variables. The correlation coefficient between system adaptability and budgeting effectiveness (r = 0.812) indicates that improvements in the adaptability of intelligent systems are associated with more effective budgeting processes. This suggests that firms with highly adaptive systems are better able to revise budgets, respond to operational and market changes, and

maintain accurate financial planning. The strong correlation underscores the complementary nature of system adaptability in enhancing the quality, timeliness, and reliability of budgeting outcomes. These findings imply that in Nigerian oil and gas firms, adaptive intelligent systems are key drivers of budgeting effectiveness, supporting strategic financial management and resource allocation in a dynamic industry environment.

Regression Analysis

Variables	Coefficient (β)	Standard Error	t-value	p-value
Constant	4.876	1.135	4.298	0.002
System Adaptability (SA)	0.523	0.107	4.887	0.001

R²	0.662			
Adjusted R²	0.653			
F-Statistics	47.62			
p-value				0.001

Source: SPSS V25

The regression results indicate that system adaptability has a statistically significant positive effect on budgeting effectiveness in the selected Nigerian oil and gas firms. Specifically, a unit increase in system adaptability is associated with a 0.523 increase in budgeting effectiveness, holding other factors constant. The R^2 value of 0.662 suggests that approximately 66.2% of the variation in budgeting effectiveness is explained by system adaptability. The F-statistic (47.62, $p < 0.001$) confirms that the model is statistically significant. These findings underscore the critical role of adaptive intelligent systems in enhancing budgeting accuracy, timeliness, and overall effectiveness of management accounting processes in dynamic business environments.

Hypotheses Testing

H_{01}: System adaptability of intelligent systems has no significant influence on budgeting effectiveness in Nigeria oil and gas firms.

Decision Rule: If the p-value ≤ 0.05, reject the null hypothesis (H_0); if p-value > 0.05, fail to reject H_0.

Based on the regression results, system adaptability has a coefficient (β) of 0.523 and a p-value of 0.001, which is less than the 0.05 significance level. This indicates that system adaptability has a statistically significant positive effect on budgeting effectiveness, therefore we reject the null hypothesis (H_0).The findings suggest that the adaptability of intelligent systems significantly enhances budgeting effectiveness in Nigerian oil and gas firms.

4.2. Discussion

The findings of this study revealed that system adaptability of intelligent systems significantly influences budgeting effectiveness in Nigerian oil and gas firms. The descriptive statistics indicate that TotalEnergies Nigeria Plc demonstrates the highest system adaptability (mean = 82.6) and budgeting effectiveness (mean = 80.9), suggesting that its intelligent systems are well-equipped to adjust to operational and environmental changes, which translates into more accurate and timely budgeting processes. Chevron Nigeria Ltd and Seplat Energy Plc show moderate and lower levels of system adaptability and budgeting effectiveness, respectively, reflecting varying degrees of system implementation and integration across the sector. The relatively narrow ranges of minimum and maximum values across the firms indicate stable system performance and consistent budgeting operations over the seven-year period, emphasizing the importance of intelligent system adaptability in supporting reliable financial planning.

Correlation analysis also shows a strong positive relationship ($r = 0.812$) between system adaptability and budgeting effectiveness, indicating that improvements in system flexibility and responsiveness are associated with enhanced budgeting outcomes. This finding aligns with prior studies that highlight the role of adaptive intelligent systems in improving resource allocation, scenario-based planning, and responsiveness to market or regulatory shifts (Ezeani et al., 2020; Okafor & Adebayo, 2021). The correlation underscores that system adaptability is a critical feature for achieving timely, accurate, and effective management accounting outputs in dynamic business environments such as the oil and gas sector.

Regression results further support these observations, showing that system adaptability has a statistically significant positive effect on budgeting effectiveness ($\beta = 0.523$, $p = 0.001$). The model explains 66.2% of the variation in budgeting

effectiveness (R^2 = 0.662), demonstrating that adaptive features of intelligent systems are substantial drivers of effective budgeting. The F-statistic (47.62, $p < 0.001$) confirms the overall significance of the model, indicating that the relationship observed is not due to chance. These findings are consistent with empirical evidence from studies on adaptive accounting systems, which suggest that firms leveraging systems capable of real-time adjustments and learning from operational data achieve more accurate budgeting and better financial control (Chen, 2023; Zhang & Gao, 2022).

The hypothesis testing confirms the significant influence of system adaptability on budgeting effectiveness, leading to the rejection of the null hypothesis. This outcome suggests that intelligent systems that are responsive, flexible, and capable of adjusting to both internal and external changes provide a competitive advantage for Nigerian oil and gas firms by enabling timely revisions of budgets, improved financial monitoring, and strategic resource allocation. Overall, the study demonstrates that the adaptability of intelligent systems is a critical enabler of effective management accounting practices, supporting informed decision-making and enhancing organizational performance in dynamic industrial contexts.

5.0. Summary, Conclusion and Recommendations

5.1. Summary

This study examined the influence of system adaptability of intelligent systems on budgeting effectiveness in three Nigerian private oil and gas firms: TotalEnergies Nigeria Plc, Chevron Nigeria Ltd, and Seplat Energy Plc. Using secondary data from 2018 to 2024, the study employed descriptive statistics, correlation analysis, and regression analysis to explore the relationship between system adaptability and budgeting outcomes. The results revealed that TotalEnergies Nigeria Plc exhibited the highest system adaptability and budgeting effectiveness, followed by Chevron and Seplat, indicating variations in system implementation and integration across the firms. Correlation analysis showed a strong positive relationship (r = 0.812) between system adaptability and budgeting

effectiveness, while regression analysis confirmed that system adaptability has a statistically significant positive effect on budgeting effectiveness (β = 0.523, p = 0.001), explaining 66.2% of the variation in budgeting outcomes. These findings underscore the role of adaptive intelligent systems in enhancing the accuracy, timeliness, and responsiveness of budgeting processes in the dynamic oil and gas sector.

5.2. Conclusion

The study concludes that system adaptability of intelligent systems significantly improves budgeting effectiveness in Nigerian oil and gas firms. Firms with highly adaptive systems are better able to respond to operational and environmental changes, ensuring accurate budget preparation, timely revisions, and effective resource allocation. This emphasizes that adaptive features in intelligent systems are critical for enhancing management accounting performance, supporting strategic financial planning, and improving organizational decision-making in a complex and dynamic industry.

5.3. Recommendation

It is recommended that Nigerian oil and gas firms prioritize the adoption and enhancement of intelligent systems with strong adaptive capabilities. Management should invest in technologies that can learn from operational data, adjust to regulatory changes, and provide real-time budgetary insights. Firms should also provide training to finance and accounting staff to effectively leverage adaptive system features for improved budgeting and financial management. By doing so, firms can achieve greater budgeting accuracy, responsiveness, and overall efficiency in management accounting practices, strengthening their strategic decision-making and competitive position in the industry.

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