

Budgetary functions and performance: the mediating role of organizational resilience in the hotel sector

Pedro Henrique da Silva Melo Pereira¹ , Danrlei Anderson Peyerl² , Lais Beatriz Kruly³ , Edicreia Andrade dos Santos⁴ ,

^{1,2,3,4} Universidade Federal do Paraná, Curitiba, Paraná, Brasil.



¹pedro.henrique2@ufpr.br

²danrlei.peyerl@ufpr.br

³laiskruly@gmail.com

⁴edicreiaandrade@ufpr.br

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Abstract

Objective: To investigate how budgetary planning and dialogue functions influence organizational performance, considering the mediating role of organizational resilience, in entities in the hotel sector in Brazil.

Method: Descriptive research, with data collection carried out through an electronic survey. The sample consisted of respondents from 127 hotel companies with at least 100 accommodation units. The data were analyzed using the Structural Equation Modeling technique.

Results: The results indicate that budgetary functions have a positive influence on organizational resilience, which, in turn, acts as a positive mediator of the relationship between budgetary functions and non-financial organizational performance. The evidence suggests that the greater the perceived usefulness of budgetary planning and dialogue functions, the higher the organizational resilience and, consequently, the non-financial performance of companies. These findings indicate that budgetary functions are associated with more subjective aspects of organizational processes.

Contributions: The findings contribute to the understanding that budgetary functions of planning and dialogue contribute to strengthening resilience, positively impacting non-financial performance. This reinforces the role of using the budget as a strategic management and process tool to promote effective communication, align expectations, and promote continuous learning in adverse contexts.

Keywords: Planning Function. Dialogue Function. Financial Performance. Non-Financial Performance. Organizational Resilience.

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Introduction

Tourism occupies a strategic position in the economic dynamics of any country, playing an important role in the growth and diversification of productive activities, while maintaining an intrinsic relationship with the social sphere (Panagiotidis et al., 2024). From a socio-economic point of view, tourism has a multiplier effect, promoting impacts on local economies by stimulating value chains in various areas. These include the accommodation, transportation and culture sectors, which benefit directly from the expansion of tourism activities, generating jobs, fostering national entrepreneurship and strengthening regional trade.

In general, organizations, including those in the tourism sector, operate in a turbulent and uncertain environment and are susceptible to disruptive events that negatively affect their performance (Chowdhury et al., 2018). In this context, crises and disasters such as the Covid-19 pandemic are commonly identified as major challenges for the tourism industry, which can result in economic and job losses due to reduced tourism demand (Jiang et al., 2019). In view of this, there is a growing need for studies aimed at understanding adverse contexts to be more systematically linked to management processes, with the aim of improving the effectiveness of the strategies adopted (Filimonau & De Couteau, 2020).

In this sense, one of the approaches is the need for planned resource allocation, subordinated to organizational goals and objectives (Mucci et al., 2016). By conceiving of organizations as sets of resources guided by management decisions, the way in which they are strategically managed becomes decisive for their sustainability and continuity (Penrose, 1959). From this perspective, resources are now recognized as essential sources of competitive advantage (Barney, 1991), and the development of management capabilities is an effective way of strengthening organizational positioning in the face of increasingly dynamic and volatile environments. Among these capabilities, organizational resilience stands out, understood as the ability to redirect resources, optimize processes and reshape relationships in crisis contexts, while seeking to recover from adversity (Chen et al., 2021; Muller, 2024).

Recognizing the strategic importance of the tourism sector as a generator of income, tax revenue and jobs, the United Nations (UN) has established Global Tourism Resilience Day. Commemorated on February 17, the milestone aims to promote appreciation and foster awareness, preparedness and the ability of actors in the sector to respond to adversity and emergency situations (UN, 2023). As the sector restructures and moves towards recovery, the impacts experienced during adverse times highlight the need to strengthen resilience as an essential element for organizational sustainability. In view of this, understanding the role of resilience becomes relevant, especially in the hotel context, whose vulnerability to crises requires robust adaptive and strategic capacities to ensure its continuity and competitiveness (Prayag et al., 2018; Prayag, 2020).

In the context of coping with adverse events, the budget stands out as an efficient management tool, as it allows the quantification of organizational guidelines and the explanation of management intentions in a structured way (Bisbe & Otley, 2004; Sponem & Lambert, 2016). In this sense, budgeting plays an important role both in the decision-making process and in organizational communication, by integrating aspects related to forecasting income and expenses, transparency in resource management and flexibility in adapting to changes in the organizational environment (Sponem & Lambert, 2016).

The effective mobilization of organizational resources in unstable scenarios highlights the connection with the foundations of the Resource-Based Theory (RBT), which postulates that internal resources and capabilities are key elements for formulating and sustaining competitive advantage (Barney, 1991; Henri, 2006). In this theoretical framework, capabilities represent the interface between available resources and their strategic application (Barney, 1991; Henri, 2006). Thus, in the light of the RBT, the use of organizational resources contributes to the implementation of organizational plans, favoring the construction of a competitive advantage and, consequently, improved performance.

In this context, we sought to discuss the following research question: What is the influence of the budget functions of planning and dialogue, mediated by organizational resilience, on organizational performance? In this way, the aim of the study is to investigate how budget functions, specifically planning and dialogue, influence organizational performance, both financial and non-financial, under the mediating role of organizational resilience.

The results of this research have both theoretical and practical relevance. In the theoretical sphere, it deepens the understanding of budget functions (Ekholm & Wallin, 2011; Mucci et al., 2016; Silva & Lavarda, 2020; 2022), articulating them with the concepts of resilience and organizational performance, from the perspective of hotel managers. The integration of these elements is still incipient in the literature, which highlights a relevant gap and a promising opportunity for the advancement of scientific knowledge. From a practical point of view, the results provide a basis for adopting more strategic budgeting practices that integrate forecasting, communication and flexibility as necessary elements for organizational performance in dynamic and volatile environments.

2 Literature review and hypothesis

To understand the causes of market successes and failures, RBT discusses the diversification of resource arrangements present in organizations (Barney, 1991). In this context, recognizing and classifying resources based on established criteria favors the efficiency of their application, making it easier to identify the most

profitable factors in each context (Madhani, 2010). Therefore, adequate and widely disseminated planning contributes to maintaining competitive advantages and achieving favorable performance (Soares & Rosa, 2021). The authors also argue that, to achieve this goal, the budget presents itself as an organizing and resource-allocating instrument, strengthening the implementation of organizational strategies.

The budget is an important management tool (Lavarda, 2020; Silva & Lavarda, 2022), with the capacity to organize the flow of information and administrative processes (Merchant, 1981; Silva & Lavarda, 2022). In this way, it acts to coordinate and communicate financial objectives and goals to all organizational sectors (Mucci et al., 2016; Silva & Lavarda, 2022). In view of this, the budget should not just be seen as a mechanism for controlling spending, but as a guide for decision-making, aligned with the organizational strategy and mission (Sponem & Lambert, 2016).

In this context, the implementation of a budget must consider four elements: the participation of managers at different hierarchical levels, the definition of specific goals for the given period, the formalization of clear communication standards and the degree of sophistication adopted in the implementation of the instrument (Arnold & Gillenkirch, 2015). However, defining budget functions that fully meet the multiple organizational demands remains a challenge (Mucci et al., 2016), since management priorities vary according to the dynamics of activities (Frezatti et al., 2011). Given this complexity, this study chose to focus on two central budget functions, planning and dialog (Ekholm & Wallin, 2011; Silva & Lavarda, 2022).

The planning function represents the formalization of the budget and is directly related to the efficient allocation and distribution of resources according to the sectoral and operational needs of the organization (Ekholm & Wallin, 2011; Silva & Lavarda, 2020; 2022). This function contributes to information exchange by communicating expectations and directions to employees (Silva & Lavarda, 2022). Thus, its implementation takes on a strategic role, guiding business activities over a given period and promoting greater alignment between organizational objectives and the execution of planned actions.

On the other hand, the dialogue function focuses on interpersonal relationships, the internalization of organizational values and the motivation of individuals (Silva & Lavarda, 2020; 2022). The dialogue function favors the exchange of experiences and internal debate, which are essential elements for disseminating knowledge and making strategic actions feasible (Silva, 2020). In addition, this function allows opportunities to be identified and absorbed, which, if well mediated and controlled, lead to organizational growth. It should also be noted that the budget functions as an instrument for diagnosing and controlling productivity in the face of possible external threats (Silva, 2020), reinforcing its strategic role in management.

It is based on formal and informal information from previous management processes that organizations sustain themselves in times of intense adversity (Evenseth et al., 2022). Potential adversities that go beyond management forecasts are faced with mitigating capacities that allow not only for organizational survival, but also for growth. In this regard, organizational resilience is understood as the organization's ability to adapt and recover from challenging situations, reconfiguring resources, optimizing processes and reshaping relationships whenever faced with adversity, while promoting development and growth (McManus et al., 2008; Chen et al., 2021, Muller, 2024).

Chen et al. (2021) identified five dimensions of organizational resilience that aim to promote a holistic approach to resilient management. This perspective goes beyond simply preparing for crises and emergencies, seeking to consolidate an organizational culture focused on resilience and continuous learning. The proposed dimensions are: (i) capital resilience, which provides companies with the conditions to operate and recapitalize in the face of risks; (ii) strategic resilience, which ensures alignment with action plans and facilitates the identification and correction of disadvantages; (iii) cultural resilience, responsible for ensuring employee commitment to the organization's objectives; (iv) relational resilience, which maintains relationships with customers and investors; and (v) learning resilience, which makes it possible to face pressures and challenges through continuous improvement and the learning process (Chen et al., 2021).

All the dimensions of resilience work together. For an organization to have capital resilience, i.e. for it to be able to protect itself against possible financial difficulties and continue to grow, it must have an action plan, characterized by strategic resilience (Chen et al., 2021). Similarly, cultural resilience and relational resilience enable the proper management of human capital. Finally, learning resilience refers to the organization's ability to overcome adversity and challenges, promoting continuous evolution (Chen et al., 2021). In this sense, it can be considered that planning determines the structured path to achieve organizational goals, while dialogue makes this path more flexible so that the organization can overcome unforeseen events. This reflection supports the following hypothesis:

H1: The budget functions, combined with (a) planning and (b) dialogue, have a positive influence on organizational resilience.

Implementing the budget requires an extensive assessment of the interactions between the various organizational factors, as well as taking a considerable amount of time to consolidate (Sponem & Lambert, 2016). In this way, the multiple functions that a budget can perform signal not only productivity and efficiency but also offer mechanisms for dealing with possible adversities (Silva, 2020). In addition, the budget is directly associated with measuring organizational performance, since it establishes goals

and objectives for operations in specific periods (Sponem & Lambert, 2016).

With specific reference to the budgetary functions of planning and dialogue (Ekholm & Wallin, 2011; Silva & Lavarda, 2020; 2022), the evaluation of organizational performance is related to the expectations previously established by organizations. In this context, the actions of managers contribute to adapting and achieving these objectives through the strategies adopted (Merchant, 1981). In view of this, we analyzed whether these functions, by incorporating aspects of planning and dialogue, also have an influence on organizational performance. Considering that these functions guide strategy and promote more effective communication in the company (Arnold & Gillenkirch, 2015), it is assumed that organizational performance tends to be positively impacted. In view of this, the following hypothesis is proposed:

H2: Budget functions combined with (a) planning and (b) dialogue have a positive influence on organizational performance.

Based on organizational experiences, it becomes possible to shape procedural and behavioral routines capable of facing emerging adversities (Tsang & Zahra, 2008; Arnold & Gillenkirch, 2015). In this way, the initial implementation of the budget contributes to the improvement of action plans, through the planning function, by aligning and controlling organizational expectations (Ekholm & Wallin, 2011; Silva & Lavarda, 2020).

By considering past experiences, organizations can anticipate future risks and prepare to achieve favourable performance (Bortolluzi et al., 2017). With this, the prior definition of what needs to be done favors the adaptation of skills and guides the most effective way to restore efficiency, with resilience as a driver of positive results (Chen et al., 2021; Beuren et al., 2021). Given this context, the following hypothesis is formulated:

H3: The budget function added to planning is positively related to organizational performance, if mediated by organizational resilience.

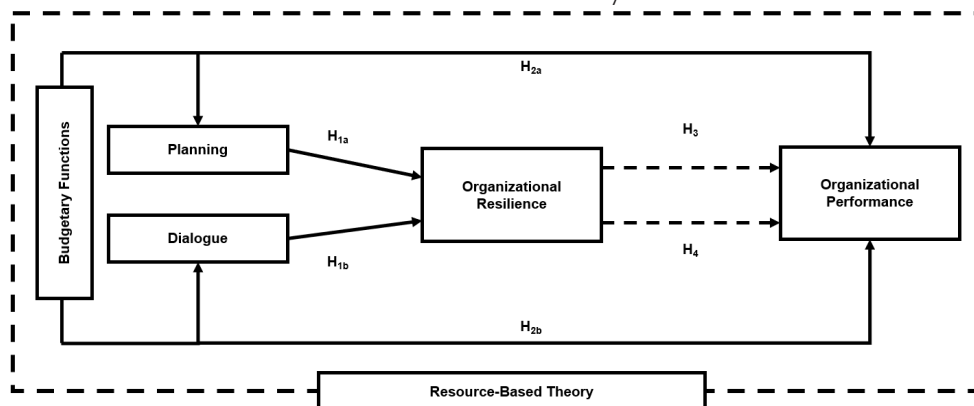
After the initial budget implementation phase, diagnostic controls can become excessively rigid, limiting the necessary adjustments over time (Ekholm & Wallin, 2011; Silva, 2020). The predominance of inflexible controls tends to compromise the organization's ability to adapt, which is essential for its survival in uncertain and challenging environments (McManus et al., 2008; Chen et al., 2021). In this context, the presence of the dialog function makes the previously established guidelines more flexible, allowing the budget to be adjusted in the face of unforeseen events and changes in circumstances (Silva & Lavarda, 2022).

This flexibility incorporated into the budget is what makes it possible to maintain positive performance and the continuity of business operations (Ekholm & Wallin, 2011; Chen et al., 2021; Muller, 2024). In addition, the clear communication of management priorities through the budget guides organizational action in risk contexts, promoting a more efficient allocation of available resources (Henri, 2006; Ekholm & Wallin, 2011; Chen et al., 2021). Based on these premises, the following hypothesis is presented.

H4: The budget function aggregated in the dialogue is positively related to organizational performance, if mediated by organizational resilience.

In short, the proposed hypotheses indicate that the budgetary functions of planning and dialogue influence organizational resilience and, consequently, organizational performance. It is considered that these functions can affect performance both directly and indirectly, mediated by resilience, reinforcing the idea that budgetary practices contribute to adaptation, overcoming adversity and achieving better organizational results. The theoretical model of the study is presented in Figure 1, with emphasis on the hypotheses established.

Figure 1
Theoretical model of the study



3 Methodological procedures

3.1 Population, sample, and data collection

The study population consisted of Brazilian hotels listed in the Ministry of Tourism's Register of Tourist Service Providers (Cadastur), with several accommodation units equal to or greater than 100, according to the criteria adopted in previous studies (Monteiro et al., 2022). The survey was administered through accessibility, focusing on managers with active professional profiles on the LinkedIn® social network, who received a link to access the electronic questionnaire, prepared using the Microsoft Forms® platform.

The search and sending of requests and survey took place between October 8 and December 7, 2022. Given that the data collection period coincides with the annual budget preparation period (November/December), complementary strategies were adopted to publicize the survey, such as distributing QR Codes at corporate events held in the cities of São Paulo and Belo Horizonte. In addition, direct telephone contact was made with the companies to broaden the scope of the sample.

To select the respondents, professionals working in strategic positions in hotel organizations were considered, using the terms "administrator", "Controller", "financial manager" and "general manager" as criteria, as suggested by previous studies (Peyerl et al., 2020), since these positions are generally directly involved with budget responsibilities and actively participate in the budget process, a necessary condition to meet the objective of this study. As a result of this selection, the final sample consisted of 127 managers from different hotel organizations. As for the means of data collection, 45 respondents (35.43%) took part via LinkedIn®, 57 (44.88%) were approached at corporate events with access to the survey via QR Code and 25 (19.69%) answered after telephone contact with the establishments.

Analysis of the profile of the 127 respondents reveals a balanced distribution between the sexes (50.39% men and 49.61% women) and a predominance of young adults aged between 26 and 40 (66.93%), indicating a relatively

young workforce, but already in leadership positions. Most of these professionals have been in management positions for at least 1 to 5 years (n: 92), suggesting consolidated experience, albeit still recent, in positions of responsibility. About academic background, there was a predominance of graduates in Business Administration (49.61%) and Accounting (24.41%), which points to an educational base aligned with the demands of budget management, reinforcing the technical potential of the study participants.

The respondents were also asked about the main purposes for which their organizations use the budget. From a functional point of view, the budget has been used to control expenses (66.14%), followed by revenue projections (16.54%) and financial flow management (14.17%), with less emphasis on investments (0.79%) and calculating profits (2.36%). This evidence suggests that the budget, in the organizations analyzed, is used as a management control tool, guiding the balance between income and expenses, which may indicate that it is used for performance evaluation purposes (Zonatto et al., 2020). In addition, the results show the significant presence of variable remuneration policies linked to meeting annual budget targets (88.19%) and long-term incentives (longer than the budget period) (85.83%), which demonstrates the use of the budget as an instrument for aligning financial performance and managerial reward. According to the literature, this practice directly influences the behavior of managers, stimulating risk-taking, innovation and the search for strategic opportunities within organizations (Peyerl et al., 2020).

3.2 Measurement and sampling

The measurement scales used for data collection was structured in four blocks, covering the constructs of budget, organizational resilience and organizational performance, as well as an additional block aimed at characterizing the sociodemographic profile of the respondents and the respective organizations to which they were linked. In view of this, considering that the variables are explored through a set of measurable indicators, the constructs and operational definitions of the dimensions of interest are shown in Table 1.

Table 1 - Constructs and operational definitions

Construct	Dimensions	Operational definition	Scale	Authors
Budget	Planning	Measures how the organization allocates its resources to achieve previously defined goals.	4 indicators 7-point Likert type	Ekholm and Wallin (2011); Silva (2020)
	Dialogue	Measures the process of exchanging experiences, information, and values among members of the organization, with the purpose of improving organizational practices and promoting employee engagement and motivation.	7 indicators 7-point Likert type	
Organizational Resilience	Capital	Measures the organization's ability to restructure its capital after adverse events occur.	7 indicators 7-point Likert type	Chen et al. (2021)
	Strategic	Measures the organization's persistence and adaptability in the face of risks, especially with regard to the continuity and adjustment of its strategic plans.	6 indicators 7-point Likert type	
	Cultural	Measures the organization's ability to maintain employee morale, cohesion, and engagement in adverse situations.	6 indicators 7-point Likert type	
	Relational	Measures the degree of trust, credibility and quality of relationships between the organization and its stakeholders.	6 indicators 7-point Likert type	
	Learning	Measures the organization's ability to generate knowledge and progress from the impacts and lessons learned from crises and adversities.	3 indicators 7-point Likert type	
Organizational Performance	Financial	Measures performance associated with quantitative indicators, which allow visualization of the organization's financial performance.	3 indicators 7-point Likert type	Bortoluzzi (2017); Silva (2020)
	Non-Financial	Measures performance associated with intangible elements or elements that are difficult to measure directly.	4 indicators 7-point Likert type	

After collection, the data was tabulated in a Microsoft Excel® spreadsheet and analyzed using the Smart-PLS® 3.2.9 statistical software. For the analysis, the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique was used. PLS-SEM is appropriate for this study because the technique allows researchers to incorporate indirectly measured variables into theoretical models, which provides a systematic analysis through simultaneity between multiple constructs (Bido & Silva, 2019; Hair Jr. et al., 2017).

In the modeling procedures, the budget and organizational performance constructs were operationalized as first-order latent variables, represented by their respective observable indicators. In turn, the organizational resilience construct was treated as a second-order latent variable, structured from first-order latent dimensions that represent distinct but interrelated aspects of adaptive capacity and organizational robustness, since it is common for resilience to be understood as a higher-order construct (Hillmann & Guenther, 2021).

It should be noted that the criteria recommended by Bido and Silva (2019) and Hair Jr. et al. (2017) were used to assess the quality and suitability of the estimated structural models.

4 Results and discussion

4.1 Results

Table 2 shows the results of the descriptive statistical analysis of the constructs and dimensions investigated: Budget (BUD); with emphasis on the Planning (PL) and Dialogue (DL) functions; Organizational Resilience (OR), made up of the Capital (C), Strategic (S), Cultural (CULT), Relational (RL) and Learning (LG)

dimensions; and Organizational Performance (OP), broken down into Financial Performance (FOP) and Non-Financial Performance (NFOP).

None of the indicators had an average of less than 4, which suggests that the respondents were not neutral in relation to the statements. In general, the results show agreement on the usefulness of the budget for planning and dialogue purposes, as well as indicating that the hotels participating in the study show a high capacity for organizational resilience. There has also been satisfactory financial performance over the last three years, especially about the quality of services provided to clients.

The financial performance dimension had the lowest averages compared to the other constructs, indicating a perception on the part of managers that the organizations' revenue growth and profitability fell short of the expected objectives. This finding, however, is consistent with the period considered for evaluating the responses, which involved the years 2019, 2020 and 2021, two of which were marked by severe impacts of the Covid-19 pandemic on the hotel sector (Pathak & Joshi, 2021).

This was followed by an assessment of the measurement model, made up of latent variables of a reflective nature (Bido & Silva, 2019; Hair Jr. et al., 2017). This evaluation included the analysis of internal consistency, convergent validity and discriminant validity. Convergent validity was verified through the factor loadings of the indicators in relation to their latent variables, as well as the AVE values (> 0.5). Internal consistency was measured using the CC (> 0.7). Finally, discriminant validity was analyzed based on the Fornell and Larcker (1981) criterion, which proposes a comparison between

Table 2 - Descriptive statistics of the constructs and dimensions investigated

Construct	Dimension	Descriptive Statistics			
		Mean	Standard	Mínimo	Máximo
BUD	PL	6.291	0.901	1.000	7.000
	DL	6.200	0.995	1.000	7.000
OR	C	5.747	1.407	1.000	7.000
	S	6.128	1.079	1.000	7.000
	CULT	6.148	1.120	1.000	7.000
	RL	6.131	1.115	1.000	7.000
	LG	6.165	1.059	2.000	7.000
	FOP	4.425	1.894	1.000	7.000
OP	NFOP	6.083	1.235	2.000	7.000

the square root of the AVE and the correlations between the constructs. These results are shown in Table 3.

Table 3 - Results of the measurement model evaluation

Variable	FOP	NFOP	BUDDL	BUDPL	OR
Financial Organizational Performance (FOP)	0.885				
Non-Financial Organizational Performance (NFOP)	0.305	0.879			
Dialogue Function (BUDDL)	0.127	0.544	0.713		
Planning Function (BUDPL)	0.111	0.544	0.621	0.764	
Organizational Resilience (OR)	0.211	0.648	0.686	0.762	0.702
Cronbach's Alpha	0.895	0.902	0.677	0.765	0.942
Composite Reliability	0.915	0.931	0.804	0.849	0.924
AVE	0.784	0.773	0.509	0.584	0.711

Note 1. The values on the diagonal of the matrix are the square root of the AVE (Fornell & Larcker, 1981).

Note 2. The correlation between OR and BUDPL (0.762) was higher than that between OR and its own reflective indicators (0.702), indicating that the budget planning function is strongly associated with building organizational resilience. This result, although atypical, does not compromise the validity of the analyzed model, as all variables present adequate reliability and convergent validity indices, ensuring the robustness of the analyses.

During the evaluation of the measurement model, indicators whose factor loadings fell below the minimum threshold of 0.40 were excluded (Hair Jr. et al., 2017). In the budget construct, the planning function kept all the indicators initially proposed, while the dialog function had three of the seven indicators excluded. In relation to the resilience construct, the capital dimension had four of its seven indicators removed, the strategy dimension lost two of its six indicators, the cultural dimension kept all six, the relational dimension had two of its six indicators excluded, and the learning dimension preserved its three indicators. Finally, the organizational performance construct, made up of the financial and non-financial performance dimensions, kept its three and four indicators, respectively. In total, 13 indicators were removed from the model,

thus ensuring the convergent validity of the constructs. After the adjustments made, the results indicate that the model presented satisfactory evidence of convergent validity, discriminant validity and internal consistency. The structural model was then validated using the following steps: verification of the absence of multicollinearity between the constructs using the VIF; analysis of the structural paths and their statistical significance using the bootstrapping procedure (5.000 sub-samples, confidence level corrected for bias and two-tailed test); evaluation of the coefficient of determination (R^2), which indicates the variance explained by the dependent variables; and analysis of the effect size (f^2), in order to measure the individual relevance of the constructs in the model. The results of these analyses are shown in Table 4.

Table 4 - Results of the structural model and research hypotheses

Structural path	Hypothesis	β	p-value	R^2 ajus.	f^2	Situation
BUDPL → OR	H_1	0.546	0.000***	0.649	0.531	Accepted
BUDDL → OR		0.347	0.000***		0.214	Accepted
BUDPL → FOP	H_2	-0.115	0.468	0.027	0.006	Rejected
BUDDL → FOP		-0.013	0.931		0.000	Rejected
BUDPL → NFOP		0.078	0.626	0.428	0.004	Rejected
BUDDL → NFOP		0.173	0.123		0.027	Rejected
BUDPL → OR → FOP	H_3	0.169	0.082*	-	-	Accepted
BUDPL → OR → NFOP		0.257	0.004***	-	-	Accepted
BUDDL → OR → FOP	H_4	0.107	0.102	-	-	Rejected
BUDDL → OR → NFOP		0.163	0.005***	-	-	Accepted

Note: *** sig. 1%; ** sig. 5%; * sig. of 10%.

The results revealed that H1 was confirmed, supporting the relationship between the functions of budgeting and planning and dialogue and organizational resilience, encompassing its five dimensions. On the other hand, H2 was rejected, indicating that there was not enough empirical evidence to confirm the direct influence of budget functions on organizational performance. H3 was confirmed, revealing that organizational resilience positively and more strongly mediates the relationship between the budget planning function and non-financial performance compared to financial performance. H4 was partially accepted, confirming that organizational resilience positively mediates the relationship between the budget dialogue function and non-financial performance. These findings indicate that although budget functions influence organizational performance, their influence also occurs through the mediation of organizational resilience, which acts as a mechanism for adapting to and overcoming adversity.

4.2 Discussion

The budgetary functions of planning and dialogue have a direct influence on organizational resilience, confirming H1. In line with the RBT, which sees organizations as unique combinations of resources capable of generating competitive advantage (Barney, 1991), the findings indicate that organizational performance can be explained by the way in which these resources are managed and aligned with organizational strategies. In this sense, the importance of budgeting processes that promote the strengthening of internal capabilities stands out, especially resilience, which is considered responsible for facing adversity and sustaining growth over time (Silva, 2020).

Based on this result, it is pertinent to analyze each of the dimensions of organizational resilience separately, to understand their specific contributions to the model investigated. The capital resilience dimension refers to the ability of organizations to operate and recapitalize themselves against inherent risks (Chen et al., 2021). In this dimension, the planning function acts as an enabler for the organizational environment to consider resilience as uninterrupted, so that the implementation of the instrument can shape behaviors to achieve the intended objectives (Melián-Alzola et al., 2020). In turn, the dialogue function, with its more dynamic nature, contributes to financial organizational sustainability by fostering the exchange of information and alignment between those involved in the decision-making process (Mucci et al., 2016). This function enables the effective allocation of capital resources, enabling management models and action plans capable of mitigating market

uncertainties through cash control, without affecting the financial aspect of the organization (Prayag et al., 2018).

Strategic resilience refers to the ability of organizations to maintain the consistency and adaptability of their action plans, allowing for the identification and correction of weaknesses that could compromise their objectives (Chen et al., 2021). In this context, the planning function acts as a constant instrument, promoting a continuous approach to resilience by shaping behaviors aimed at achieving goals (Melián-Alzola et al., 2020). In addition, the dialogue function will play an important role in fostering organizational communication (Ekholm & Wallin, 2011; Mucci et al., 2016), a necessary element for surviving crises. This function contributes to the agile adjustment of strategies, enabling decisions related to pricing, repositioning and reformulation of products and services in the face of abrupt changes (Chen et al., 2021).

Cultural resilience refers to an organization's ability to shape and sustain routines based on a model of excellence, promoting alignment between collective behavior and organizational well-being (Chen et al., 2021). In the context of the planning function, the results indicate that the hotels surveyed recognize that valuing employees results in more engaged behavior and proactive attitudes, ensuring that objectives are maintained even in times of crisis, thus contributing to organizational performance (Bonacci et al., 2020). As for the dialog function, it was observed that its role in communicating improvements and aligning expectations reinforces employee commitment. This finding is in line with the studies by Prayag et al. (2018) and Unguren and Kacmaz (2022), which show that environments in which employees take on multiple roles and responsibilities are marked by an organizational culture with high levels of adaptive resilience. This dynamic generates a virtuous cycle in which the engagement of individuals continually strengthens their attitude towards the function they perform.

Relational resilience refers to building credibility between the organization and its external users, emphasizing the role of employees as agents who mediate and strengthen these relationships (Chen et al., 2021). Evidence shows that employees are the main way in which hotels communicate an image of value to the market, positively impacting organizational performance (Chen et al., 2021; Melián-Alzola et al., 2020). In addition, the emotional bonds between employees and the organization, cultivated through organizational culture, influence the behavior of the workforce and promote their ability to cope with uncertainty and crises (Chen et al., 2021). In this context, the adaptability of hotels

becomes a strategic factor, because by making employees aware of the limitations and management decisions, customer loyalty is strengthened, the financial flow is balanced (Prayag et al., 2018) and, consequently, the confidence of investors, who perceive greater security and sustainability in the investments made (Chen et al., 2021).

Learning resilience is associated with an organization's ability to face and overcome challenges in the learning process, especially in response to external shocks and adversities (Chen et al., 2021). The findings indicate that the hotels surveyed demonstrate a behavior that values the retention and strategic use of information, not only to resist crises, but also to generate lasting solutions, promoting innovation and sustainability in their products and services (Chen et al., 2021). In this context, it was observed that the dialogue budget function has a positive influence on organizational resilience, although to a lesser extent than the planning function. This result suggests that the dialog function acts as a complementary element, supporting the guidelines and goals established by the planning function (Silva, 2020). Therefore, through dialogue, the budget can contribute to making procedural adjustments and improving the workforce, guiding individual and collective behavior towards achieving broader organizational objectives (Mucci et al., 2016; Silva, 2020; Silva & Lavarda, 2020, 2022).

In general, the evidence found can shed light on respondents' perceptions of the different contributions of budget functions. The results indicate that a budget aligned with organizational capabilities can play a strategic role in uncertain environments, countering the criticisms of Hope and Fraser (2003), Sponem & Lambert (2016), and Silva and Lavarda (2022), who argue that traditional budgets are linked to obsolete business practices and do not encourage intrinsic employee motivation. On the contrary, the data suggest that linking the budget to the building of internal capabilities, such as resilience, can make it a dynamic and adaptable tool, with positive effects on organizational performance in changing contexts, corroborating the reflections of Prayag et al. (2020) and Muller (2024).

In an integrated analysis, the findings reveal that the budgetary functions of planning and dialogue positively influence organizational resilience (Chen et al., 2021; Silva & Lavarda, 2022). When analyzed considering RBT, budget functions are perceived as strategic mechanisms by the companies studied, especially about the allocation, distribution, and efficient use of their resources, like the results found by Silva and Lavarda (2022). These functions strengthen the organizational capacity to face adversity and promote the continuous development of resilience, confirming the role of budgeting as a tool to support strategic

management in complex and volatile environments. As for the direct hypotheses that assessed the influence of budget functions on performance (financial and non-financial), the results indicated a lack of statistical significance for all relationships tested (H2). At first glance, this lack of effect may be associated with the analysis period adopted, which covered the years 2019 to 2021, two of which were strongly impacted by the effects of the Covid-19 pandemic (Pathak & Joshi, 2021). Another possible explanation is that budget functions have a more noticeable impact on internal processes and organizational dynamics than on formally measured performance. In view of this, their effects may manifest themselves more indirectly, for example, through the strengthening of internal capacities, such as resilience, rather than through immediate financial results.

H3 was confirmed, revealing that organizational resilience positively mediates the relationship between the budget planning function and financial and non-financial performance. H4, which investigated the mediating effect of resilience on the relationship between budget functions and financial and non-financial organizational performance, was partially confirmed. Specifically, it was found that resilience plays a statistically significant mediating role in the relationship between both budget functions and non-financial organizational performance, reinforcing the importance of organizational capabilities as a link between management practices and strategic results.

In summary, the evidence indicates that budgetary planning and dialogue functions are more closely associated with customer satisfaction with products and services offered in the long term than with short-term results. This approach favors the development of the psychological capacities of owners, managers, and employees, promoting the adaptability and resilience of the business in adverse contexts (Pathak & Joshi, 2021). Furthermore, it is observed that the application of these budgetary functions in hotel management contributes to strengthening organizational resilience by stimulating relevant interpersonal exchanges and promoting continuous organizational learning. This process enhances internal capabilities (Ekholm & Wallin, 2011), develops a relationship with organizational performance (Silva, 2020; Silva & Lavarda, 2020, 2022), and acts as a buffer against external uncertainties (Ekholm & Wallin, 2011; Prayag et al., 2020).

5 Considerations

This study investigated the influence of budgetary planning and dialogue functions, mediated by

organizational resilience, on organizational performance, based on an electronic questionnaire administered to 127 managers of large Brazilian hotels. The results revealed that both budgetary functions have a positive influence on organizational resilience and that this, in turn, positively mediates the relationship between these functions and non-financial performance. These findings suggest that the more effective the budgetary functions are in organizational practice, the greater the level of resilience developed tends to be and, consequently, the better the non-financial performance perceived by organizations. In this sense, resilience presents itself as a relevant strategic mechanism for the alignment of actions, favoring adaptability, organizational autonomy, and the sustainability of activities in adverse contexts.

On the other hand, the analyses indicated a lack of statistical significance in the direct relationships between budgetary functions and organizational performance, possibly due to the effects caused by the Covid-19 pandemic during the analysis period (Pathak & Joshi, 2021), or even due to the fact that the impacts of these functions are more visible in internal management than in directly measured performance indicators. In general terms, these findings converge with the assumptions of TBR, showing that the preparation and development of internal capabilities, such as resilience, are determinants of organizational results (Barney, 1991).

This study has some limitations, such as the non-randomness of the sample and the time frame of the responses, which limits the possibility of generalizing the results. Furthermore, the reference period adopted for performance evaluation may have influenced the variability of the findings. In view of this, it is recommended that future research: (i) qualitatively explore the factors that favor the introduction and strengthening of resilience in organizations; (ii) expand the investigation of budgetary functions to other sectors and economic realities; (iii) consider broader and more diverse samples in terms of manager profiles and hierarchical levels; and (iv) incorporate different theoretical approaches and collection instruments, also considering contextual factors and individual manager objectives, since such variables may have effects on the relationships investigated in this research.

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