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Determinants of Management Accounting Practices among the SMEs Hotels and Restaurants in Ilorin Metropolis, Nigeria

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Abstract

The specific objectives of the study were to: (i) examine the extent to which organization structure influence management practice among the SMEs hotels and restaurants in Ilorin metropolis; (ii) determine the effect of market dynamism on management accounting practices among the SMEs hotels and restaurants in Ilorin metropolis and (iii) Investigate the influence of information technology on management accounting practice among SMEs hotels and restaurants in Ilorin metropolis. The study employed quantitative method to obtain survey data from randomly and purposively selected 217 SMEs hotels and restaurants owners duly registered in Ilorin, Kwara State. The obtained quantitative data was subjected to multiple regression analysis. The findings of the study revealed evidences of statistically significant positive relationship between organization structure (β=0.102 < 0.05), market dynamism (β=0.512 < 0.05) and information technology (β=0.375< 0.05) respectively. This study offers advice to small and medium-sized hotels and restaurants on how to use management accounting practices to plan activities and set performance standards for their staff in order to improve their business performance. This study revealed lack of knowledge in the current literature regarding the factors that influence the use of management accounting techniques among small and medium-sized hotels and restaurants in Ilorin Metropolis.

Keywords*: Market Dynamism, Information Technology, Competitive Strategy, Organization Structure, MAPs.*

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Introduction

The problem of resources is not even the case in the design and use of management accounting practices among the SMEs hotels and restaurant in Nigeria. The main problem relate to the choice and use of management accounting practice that best suits the operations of the firm as perceived by the SMEs hostels and restaurants managers. SMEs owners and managers seem not to realize this fact. This is even more critical to the success of SMEs hotels and restaurants in Ilorin metropolis.

Furthermore, despite the importance of building an effective management accounting practice to enhance SMEs performance, majority of SMEs hotels and restaurants have weak organization structure. This is because the highly centralize organization structure will not favour the use of management accounting practice because managers will not be able to obtain the information necessary for effective decision making from the employees within the organization. Having decentralized the organizational structure, this will increase the flow of information from the employees to the managers in achieving the organization goals. This is due to the fact that highly decentralize organizational structure clarifies the roles and responsibilities of the employees to the management within the organization. Hence, this study intends to determine the extent to which organization structure influence the management accounting practices among the SMEs hotels and restaurants within Ilorin metropolis.

Adding to these issues, the environment in which the SMEs hotels and restaurants are operating is highly dynamic and unpredictable. A market is dynamic and unpredictable when the manager is unable to predict the customer behaviours, price behaviours, competitor behaviours and the behaviours of other market players. In such a market where there is high level of dynamism, the effectiveness of SMEs hotels and restaurants depend on more recent management information available to the managers. This is because, the higher the dynamism in the market the more SMEs hotels and restaurants are sensitive to environmental changes. In this case, business process becomes more effective when there is availability of management accounting information as regard the operating environment. Hence, this study attempt to investigate the extent to which market dynamism influence management accounting practices among the SMEs hotels and restaurants within Ilorin metropolis.

In addition, the accuracy of information generation is enhanced by information technology. The SMEs hotels and restaurants that operationalized their activities using a sophisticated computer-based system are expected to adopt management accounting accounting practice. The resources required to manage such technology appliances also affect the choice of management. As such, more the SMEs are technologically inclined the higher the management accounting practices. Therefore, the study attempt to examine the effect of information technology on management accounting practices among the SMEs hotels and restaurants within Ilorin metropolis.

In fact much of the research efforts on the determinants of management accounting practices have been devoted to manufacturing firms such as (Mat, 2017; Rajapathirana, 2017; Hvonen,

2018; Salawu, 2018; Isa & Thye, 2019; Cemal & Dilek, 2019; Noor & Malcolm, Isreal, 2020; Babajide, 2020; Williams, 2021; Sadiya, 2021; Ahmad, 2021 and Peruma, 2022) as only few research evidences on management accounting practices focus on SMEs hotels and restaurants such as (Yildiz, 2016; Oyewobi, 2018; Muhammad, 2019; Hatem, 2022; Shishini, 2022). To circumvent this, better understanding of management accounting practice is imperative for the development and growth of SMEs hotels and restaurants in Nigeria. It is against this background that this study attempt to examine the determinants of management accounting practices among the SMEs hotels and restaurants in Ilorin metropolis.

Conceptual Review or Clarification

Scholars in the field of management accounting discipline as well as practitioners have described management accounting from different perspectives**.** Management accounting practices (MAPs) can be defined as a technique used by the managers to gather, organize and communicate information about an organization's activities (Horngre, Sundem & Stratton 2018). Wilson and Chua (2016) described management accounting practices as techniques that offer information financially and non-financially in order to help those within an organization to make the best decision, thereby attaining organizational control and improving organizational performance.

Organization Structure

Organization structure refers to a system that outlines how certain activities should be aligned to achieve the goals of the organization (Bensala, 2019). Madhoun (2020) defined organization structure as a system that outlines how certain activities are directed in order to achieve the goal of the organization. Organizational structure dictates the flow of information between different levels of the organization, with a centralized structure having decisions come from the top down and a decentralized structure having decision-making power spread out among various levels. These activities involve rules, roles, and responsibilities. This study operationalizes organization structure in line with this definition.

Market Dynamism

Caroline (2021) defined market dynamism can be defined as a situation whereby the behaviors of the producers and consumer significantly determines the prices of goods and services. In a market these forces create pricing signals which result from the fluctuation of supply and demand for a given product or service. Ikhsha (2017) assumed that a dynamic market is emerging when changes in the behavior of market players are considered important to a company. This thesis adopts Ikhsha assumption for its operationalization.

Information Technology

Castagna (2021) defined information technology as the use of electronic devices to perform the business operations. According to Valforex (2020) information technology can be defined as the design and implementation of computer networks for data processing and communication. Bensala (2019) defined information technology as the use of computer technology or electronic devices to access, process, and transfer and communicates

information to the management and other users for decision making. This study operationalized and defined information technology from the perspective of Bensala.

Theoretical framework

The theoretical framework of this study is woven around the contingency theory. Contingency theory of management accounting predicts that there is no best management accounting practices that is suitable to all business in every situation. The theory demonstrates a matching between specific aspects of management accounting practices and defined circumstances under which the company operates. The prediction of the contingency theory is however subject to optimal choice of management accounting practices adopted by the organization based on the contextual factors. In reference to the argument of Drury (2015) that there is no universally best management accounting practices in all situations but the adoption of a particular management accounting practice in an organization is contingent on the situational factors faced by the organizations or the operating environment of the organization. This also justifies the adoption of contingency theory as theoretical framework of this study.

Empirical Review

Recent studies have examined the determinants of management accounting practices in the developed countries; one of the prominent studies is Rokibul (2019) which examine management accounting dynamics in Indian: Areas and factors behind the changes. The study reported that the changes that occur from 2010 to 2021 in management practices are mainly from the business operations while after 2021 the changes in management practices emanated from strategic decision making. This finding amplifies limitation of over reliance on accounting control system. Haldma and Laats (2020) measured the effect of contingency factors such as age of the organization and technology on management accounting practice. Data was collected from 62 respondents from a postal questionnaire. The study reported that an indicator such as age of the organization and technology has been identified to have significantly positive effect on the organization performance. The limitation of Haldma`s study is that the indicators such as discipline of the top management, environmental uncertainties, size of the organization and competition among the manufacturing companies were not included in the model, which is an important factors underlined contingency theory.
Ana and Vincente (2019) examined the Choice of Management Accounting Techniques in the Hotel Sector: The study adopted qualitative and explanatory methodology. The result confirmed that information technology significantly determine the choice of management accounting practices. However, the shortcoming of this quantitative study is that it does not give a detail comprehension of the study findings. Shahzadi, Rizwan, Khan, and Maryam (2018) assessed the determinants of management accounting practices in Pakistan. The study adopted survey a research design. The result confirmed that the main factors affecting management accounting practices were organizational structure, environmental uncertainty, and information technology and market dynamism. This study amplifies limitation of over-reliance on management accounting practices. Achchi and Thirunavukarsu (2021) investigate management accounting practices adoption and determinants: A review of worldwide empirical evidences. The study showed that the implementation of MAPs varies greatly

between countries; traditional MAPs are widely used globally, while more advanced MAPs such as activity-based costing and balanced scorecards are more common in developed countries. Additionally, the review identified a number of factors that influence the adoption of MAPs, including national culture, size, competition, perceived environmental uncertainty, advanced manufacturing technology, organizational structure, organizational strategy, customer power, total quality management, the complexity of processing system, perishable, organizational capacity to learn, industry type, the origin of organization, owner-manager commitment, Life cycle stage of the firm, interactive use, diagnostic use, dynamic tension, organizational DNA, rational capital with the supplier and interactive control as the determinants of MAPs.

Methodology

This study is primarily focused on the determinants of management accounting practices among hotels in Ilorin metropolis, as explain by organization structure, market dynamism and information technology. The study sought to collect data from the registered SMEs hotels and restaurants within Ilorin, Kwara State at one point in time to measure the determinants of management accounting practices. This study intended to provide evidences on the determinants of management accounting practices among the SMEs hotels and restaurants in Ilorin, Kwara State. Therefore, the population of the study consists of all the registered SMEs hotels and restaurants in Ilorin metropolis. The small and medium enterprise development agency of Nigeria and Kwara State Council for Arts and Culture has been contacted in order to determine the total number of SMEs hotels and restaurants registered under SMEDAN. The total number of registered SMEs hotels and restaurants in Ilorin metropolis is 494 (SMEDAN, 2022). The target population for this study is all the staffs of selected SMEs hotels and restaurants in Ilorin metropolis. General Managers and Accountant which are responsible for the management accounting practices of the hotels and restaurants constituted the study sampling frame of 494 management staffs. This comprehensively presented in table 1 below.

Table 1: Population of the study

S/N	Respondents	Number of Staff	Total	No. of hotels and restaurants	Grand Total	Proportion of questionnaires to be randomly distributed
1.	Manager	1	1	247	247	$\frac{247}{494} \times 217 = 109$
2	Accountant	1	1	247	247	$\frac{247}{494} \times 217 = 109$
	Total			494	494	217

(Source: Authors Compilation, 2023)

Since the sampling frame for this study has been established in table1 as 494, Krejcie and Morgan (1970) was used to determine the sample size. The resulting sample size was 217.

With the aid of random sampling technique, 109 questionnaires were distributed to managers and the remaining109 questionnaires were also distributed to accountants

Basically, in this study, data was collected via the primary source. Primary data was gathered specifically through a well-structured questionnaire designed to obtain opinions directly from the respondents. The questionnaire was divided into two sections. The first section was designed in both ordinal and nominal scales to capture the profile of the respondents such as age, gender and educational qualifications while the second section was designed to elicit responses on questions relating to data on the relevant variables, that is, the determinants of management accounting practice among the registered SMEs hotels and restaurants in Ilorin, Kwara State. Senior management staffs such as General Managers and management accountants were selected for the purpose of the study, questionnaire was distributed to those management staffs of the SMEs hotels and restaurants in Ilorin metropolis, and their phone numbers were collected for follow-up. At the end, 95% of the total distributed instruments were returned.

Data Presentations and Analysis

Descriptive Statistics of the Respondents Profile

Table 2 shows the characteristics of the respondents in terms of gender, age of the respondents, academic qualification and discipline of the management staffs are presented. The finding showed that a total of 73.2% of males and 26.7% of females have participated in this Survey. This implied that there is no discrimination between the genders. The majority of the respondents in this survey fell within the age bracket of 26-35 years and has a percentage of 48.8% and those with age bracket of less than 25 years have percentage of 11.9%, 36-45 years of age have 34.1% and finally, those with 46 years and above have 5.1%. The frequency distribution in terms of age shows that 48.8% of the respondents provide answers to the questionnaires which indicate that active labour force provides answers to the questions. In term of qualification of the respondents, 44.7% of the respondents are graduates of University and Polytechnics. This implies that substantial number of the managers and accountants were literate with capacity and ability to comprehend the administered instruments. Frequency distribution in the area of discipline indicates that 35% are in the area of management science, 31.3% studied social sciences, 10.5% studied humanities, 21.6% studied pure and applied sciences and 1.3% studied engineering courses. This distribution pattern suggests a tendency that management accounting practices may likely be effective because majority of the managers were from management science discipline. The distribution of questionnaire in the area of professional qualifications revealed that more than 44% of the staffs have ANAN, more than 23% of the staffs have ICAN, 19.8% of the staffs have CIMA, more than 5% have CFA and only 6.4% has other professional qualifications.

Table 2: Descriptive Statistics of the Respondents Profile

Description	Characteristics	Frequency	Percentage
Gender of Respondents	Male	159	73.2
	Female	58	26.7
	Total	**217**	**100**
Age of Respondents	Less than 25 years	26	11.9
	26-35 years	106	48.8
	36-45 years	74	34.1
	46 years and above	11	5.1
	Total	**217**	**100**
Professional Qualification	ICAN	51	23.5
	ANAN	96	44.2
	CIMA	43	19.8
	CFA	13	5.9
	OTHERS	14	6.4
	Total	**217**	**100**
Disciplines	Management Science	76	35.0
	Social Sciences	68	31.3
	Pure and Applied Sciences	47	21.6
	Humanities	23	10.5
	Engineering	3	1.3
		217	**100**
Academic Qualification	Primary School Certificate	12	5.5
	WAEC?GCE?NECO	42	19.3
	NCE/ND/A LEVELS	55	25.3
	B.Sc. or its Equivalent	97	44.7
	Others	11	5.1
	Total	**217**	**100**

(Source: Author`s Survey, 2023)

Test of Normality

The extent to which the score on the study variables are normally distributed was measured using the test of skewness and kurtosis as presented in table 4.1.3. Based on the threshold of -3 to 3 for skewness and kurtosis, all the scores on the study variables were to a greater extent normally distributed as reflected in table 4in which the skewness and kurtosis figures are within the range of the threshold.

Table 3: Normality Test

S/N	Constructs	Mean	S.D	Skewness	Kurtosis
1.	Organization structure	4.5774	.32685	-1.271	1.746
2.	Market dynamism	4.6462	.34698	-1.392	1.603
3.	Information technology	4.7022	.26717	-1.497	1.535

(Source: Author`s Survey, 2023)

Reliability Test using Cronbrach's Alpha

Table 4 reported that Cronbach's Alpha coefficient of each variable is relatively high at 0.713%, 0.763% 0.721%, and 0.735% for organization structure, market dynamism and information technology respectively. The overall Cronbach`s alpha coefficient is 0.733. This value is above 0.70, which implied that the items is not measuring something different from the scale, Hence, the scale can be considered reliable with the sample (Pallant, 2007).

Table 4: Reliability Test using Cronbrach's Alpha

Variable	**Cronbach's alpha**	**N**
Organization structure	0.713	6
Market dynamism	0.763	6
Information technology	0.721	6
Overall	**0.732**	**18**

(Source: Author`s Survey, 2023)

Regression results on the determinants of management accounting practice among the SMEs hotels and restaurants in Ilorin, Kwara State

Table 5: Regression results on the determinants of management accounting practice among the SMEs hotels and restaurants in Ilorin, Kwara State

Variables	**Coefficient**	**Standard Errors**	**t-value**	**P-value**
Organization structure	0.102	0.024	4.248	0.021
Market dynamism	0.512	0.026	19.692	0.043
Information technology	0.375	0.029	12.931	0.012
Constant	0.184	0.089	2.067	0.040
F-statistic		72.50		
P-value		0.002		
R-square		0.682		
Adjusted R-square		0.680		

(Source: Author`s Computation, 2023)

In relation to H_{01} in table 5 above, the result of multiple regressions conducted in table 5 shows a significant positive relationship between organization structure and management accounting practice at 5% level of significant. In terms of regression coefficient, a unit increase in organization structure resulted in 0.102 increase in management accounting

practice. In relation to $H_{02,}$ the regression results show a significant positive relationship between market dynamism and management accounting practice at 5% level of significant. In terms of regression coefficient, a unit increase in market dynamism resulted in 0.512 increase in management accounting practice. For $H_{03,}$ the regression results show a significant positive relationship between information technology and management accounting practice at 5% level of significant.

In terms of regression coefficient, a unit increase in information technology resulted in 0.375 increase management accounting practice. The correlation coefficients showed a strong relationship between the dependent variable and the set of predictors, with an R-squared of 0.682 and an adjusted R-squared of 0.680. This means that 68% of the variation in the dependent variable can be explained by the independent variables, while 32% can be attributed to the error term.

The ANOVA analysis of the model reveals that it is statistically significant, with a p-value of 0.003, indicating that there is a significant relationship between the dependent variable and the independent variables. The F value of 44.94 further confirms that the model is strongly significant and that the variation is not due to chance. Additionally, the df value suggests that the independent variables (Organizational structure, market dynamism and information technology) have a significant effect on the dependent variable (MAPs) as a result of the regression.

Table 6: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F-statistics	Sig.
1	Regression	7310.561	3	2303.520	44.94	.003[b]
	Residual	24420.947	217	.095		
	Total	7341.167[d]	217			

a. Dependent variable: Management accounting practice
b. Predictors (constant), organization structure, market dynamism and information technology.

Discussion of Findings

What is the impact of organizational structure on management accounting practices? This is the first question that is being explored in order to achieve the first objective. The result shows that organization structure has a significant positive effect on management accounting practice (β=0.102, t=4.248, p<0.05). Interestingly, this study suggested that decentralize organization structure will facilitate the flow of information between the management and subordinate and this consequently determine the type of management accounting practice to be put in place by the organization. This is similar to argument put forth by Some authors such as Anikkakal (2017), Mat (2017), Hadrian (2018), Adler, Everett and Waldron (2018), Hvonen (2018), Xiao (2019), Clerke (2019), Ana and Vincente (2019),

Waweru (2020) and Haldma and Laats (2020) who reported that organization structure has significant positive effect on management accounting practice. This contrasted with the findings of Muhammad (2016), Daniel (2019), Declarice (2019), Majeed (2020) and Salawu (2020) that opined that organization structure has no significant effect on management accounting practice. The difference in the results may perhaps be due to the difference proxy of management accounting practice. In line with contingency theory, this finding show that organization should be decentralizes in order to increase the flow of information within the staffs of the organization.

What effect does market dynamism have on management accounting practice? This was the second research question used to explore the second objective. It is adduced from the findings that the degree of uncertainty in the market has a significant effect on management accounting practice (β=0.512, t=19.692, $p<0.05$). This study provides evidence that market dynamism is an important determinant of management accounting practice. The significant effects of this variable match the findings of Sadiya (2016), Natalia (2018), Muhammad (2019), Yusuf and Bolarinwa (2019), Cemal and Dilek (2019), Majeed (2020), Achchi and Thirunavukarsu (2021), William (2021) Sudhashini, Vongson, Salwa, Neeta, Ilangovan and Peruma (2022) who found market dynamism as a major determinant of management accounting practice. However, this against the undermining effect put forth by literature, for instance Noor and Malcolm (2017), Arneld and Hope (2019) and Ovidian (2018) who confirmed insignificant relationship between market dynamism and management accounting practice.

This third objective looks into how information technology has impacted management accounting practices, and the third research question is used to explore this. The study reported that Information technology has significant positive relationship with management accounting practice (β=0.375, t=12.931, $p<0.05$). The results suggest that rapid change in information technology throughout the world play an important role in the business activities of SMEs hotels and restaurants. It is essential for all corporations, regardless of size, purpose, or industry, to utilize modern information technology to computerize their operations in order to remain competitive in the global market. The finding is in consonance with prior studies such as Okoli (2018), Ahmad (2019), and Shamsudeen (2020) who reported a significance positive relationship between information technology and management accounting practice. This finding is also validated by the evidence put forth by Xiao (2015), Hvonen (2016), Daniel (2017), Olutlay (2018), Shishini (2022). Similarly, Isreal (2020, Mohanad, AL-Dweikat and Mohmoud (2021) and Hatem (2022) who reported a significant positive relationship between information technology and management accounting practice.

The results of Baines (2019) are in contrast to the present study, which showed no significant connection between information technology and management accounting practice. Similarly, Verveeten (2020) also deduced that sampled respondents reported that there is negative and insignificant relationship between information technology and management accounting practice. Similarly, Oyewobi (2018) also reported that the dynamic nature of information

technology and African business environment has driven most business organizations to develop and adopt a proactive management accounting practice.

Consequences of the Research Results

The consequences of the theory adopted

This study's conceptual framework was built on the theoretical gaps and empirical results identified in the literature. To address the many gaps, the research provides new theoretical contributions to the existing body of knowledge. It was also supported by contingency theory to gain new insights and determine the major factors influencing management accounting practices in SMEs hotels and restaurants in Ilorin metropolis. Therefore, the study has made significant theoretical contributions to the research topic based on the findings and discussions.

Practical Implications

This study offers useful advice for policymakers, stakeholders, scholars, accountants, and managers of SMEs in the hospitality industry, which can help them to improve their management accounting practices. This study reported that managers and accountants play a major role in the adoption and implementation of management accounting practices in order to gain competitive advantage, which improves their performance. Therefore, managers and accountants must implement a good management accounting practices.

Recommendations for Future Research

Future research should explore the use of qualitative research designs to assess the determinants of management accounting practice among the SMEs hotels and restaurants in Nigeria. Additionally, further studies could also be considered by examining the effect of management accounting practice on the performance of SMEs hotels and restaurants in Nigeria. Finally, future research may also integrate the size of the organization, age of the organization and national culture as contingency factors to allow for more robust study across the countries.

Conclusion

The conclusion of this study, taking into account the evidence and discussions presented, is as follows: It is evident that decentralize organization structure has significant influence on management accounting practice among the SMEs hotels and restaurants. The manager`s perception about how the environment is predictable also contribute to management accounting practice among the SMEs hotels and restaurants in Ilorin metropolis. Specifically, management accounting practice is significantly influence by market parameters such as competitor’s actions, regulatory actions and supplier’s commitment. Finally, the study also reported that information technology has significant and positive effect on management accounting practice.

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