



Mohammed Alhaji Nuhu  
Department of Accounting,  
Federal Polytechnic, Damaturu.  
08030518994  
[mohammednuhu99@gmail.com](mailto:mohammednuhu99@gmail.com)

Mustapha Mohammed Zannah  
Department of Accounting,  
University of Maiduguri,  
08061502932  
[mustaphamohammedzannah@gmail.com](mailto:mustaphamohammedzannah@gmail.com)

Yagana Alhaji Baba  
Department of Accounting,  
University of Maiduguri,  
07036824181  
[habibmuhdab9906@gmail.com](mailto:habibmuhdab9906@gmail.com)

**\*Corresponding author:**  
Mohammed Alhaji Nuhu  
Department of Accounting,  
Federal Polytechnic, Damaturu.  
08030518994  
[mohammednuhu99@gmail.com](mailto:mohammednuhu99@gmail.com)

## DETERMINANTS OF MANAGEMENT ACCOUNTING PRACTICES (MAP) AMONG SMEs IN MAIDUGURI

### ABSTRACT

*The study was design to examined the determinant of management accounting practices (MAP) Among SMEs in Maiduguri, Borno State. The survey research design approach was employed using a structured questionnaire to gather data from 100 purposively selected SMEs operators from the population. Data were analyzed using descriptive and inferential statistical tools using SPSS version 16. The results showed a significant positive correlation between the dependent variable management accounting practices (MAP) and independent variables (cost reduction and inventory management). The study recommends that the SMEs should themselves more with contemporary MAPs to ensure the profitability and good sustainability of their SMEs businesses.*

**Keywords:** *Cost reduction, MAPs, SMEs, Inventory management, Borno State.*

### 1. Introduction

The Management Accounting Practices (MAP) are the activities of internal accounting by an organization with the aim of improving efficiency, minimizing the resources and controlling the overall performance of SMEs toward achieving their objective. Kamilah (2017) defined the concept as financial and non-financial techniques which give essentials information at production stages for control resources and improving performance. Taking from this definition, MAP looks like the best stage for the growth of all activities (business and non-business entities) irrespective of the sizes, or specifically at current dispensation of limited resources or high market competition. More so, individuals, families, government, non-governmental organizations and businesses subconsciously or strategically engage in MAP serves as a rule of the flip and unskillfully. Upon all this, MAP serve as a criterion to emerging market demands as logistics on activity-based costing, target costing, total quality management and supply chain management to mention a few. (Okafor, & Oji, 2021). In addition to its traditional strategy of efficiency improvement. This implies simple flexibility but sophisticated inventory, cash and overhead cost in management practices.

Management accounting practices can enhance market performance in a less competitive environment, intense competition may also motivate business to appreciate and leverage on the benefit of such practices. For example, MAP enhances market performance by giving relevant information to other business facilitators such as banks, creditors and government. This prevalent view assumes an expectation of a positive relationship between MAP and performance of small and medium enterprises, though subject to further investigation on empirical study.

Small and Medium Enterprises (SMEs) have been defined in various approaches to reflect different economic and territorial conditions and measures. However, the predetermining factors for differentiating SMEs from other forms of businesses adopted across the globe include volume of invested capital, workforce, volume of sales or turnover and size of assets base (Australian Bureau of statistics, 2001). Small and medium enterprises constitute about 91% of formal business entities in South Africa, the rate of GDP contributed was in between 51% to 57%, and it approximately employed 60% of the work force Konolo, (2010). Taiwo, Ayodeji and Yusuf, (2012) SMEs have contributed about 97% of the entire businesses operates in Nigeria, over 50% of the entire industrial production and workforce are being contributed to sector. A report by the International Finance Corporation (IFC) stated that about 96% of the Nigerian businesses are SMEs, Kwor-Azariah and Nkwor, (2015)

Upon all the contributions of SMEs into various economies, there is a consensus among different research about the high rate of failure in that subsector. Such failures are observed by Iwok (1977) in the USA. Some of the researchers asserted that most of SMEs failed within their fifth anniversary and there are contributors of such failure, due to poor records keeping, Perry, (2014). Boachie-Mensah and Marfo-Yiado (2005) in Ghana, and Osotimehin, Jegede, Akinlabi and Olagide, (2012) in Nigeria. The success of SMEs in a similar vein has been attributed to various organizational sectors, accounting, administration, manufacturing, marketing and so on, (Fatoki, 2010, Neneh, & Van Zyl, 2012, and Dzisi & Ofosu, 2014). The survival and performance of businesses, most SMEs owners and operators appeared not to have the accounting knowledge about the essence of management accounting practices as the backbone for cost minimization and resources control. Many SMEs apply the rule of MAP in their own personal interest without consulting professional accountants for service rendered. Thus, leading to their failure.

Yeboah-Mantey, (2017) the SMEs failed due to inappropriate or lack of proper financial record keeping in business and these resulted to mismanagement of resources and inefficiency among SMEs. It results in weakening the growth and profitability capacity of most SMEs in their environment and leading to failure

completely. Thus, with the use of management accounting practices among SMEs can serve as a way forward for withdrawing the trend of high failure rate in the sector. To this end, there is no such study carried out in Borno state.

However, the focus is on the use of management accounting practices (MAP) among SMEs in Maiduguri Metropolitan Council in order to curtail the massive failure and enhance their performance on record keeping and sustainability development.

## **1.2 Statement of the problem**

The SMEs play a very vital role in the Nigerian economy, the financial constraints they face in their operations and lack of proper accounting practice (both financial and management) are daunting and lead to a negative impact on their development and also limited their potential to achieve their goals as planned. Small and Medium Scale Enterprises in both developed and underdeveloped nations play their role on economic development and enterprises. Based on the relevance SMEs in Nigeria at large, the sector faces a lot of problems. More so, there are various factors affecting the performance of SMEs among others are inadequate capital, improper records keeping both financial accounting and management accounting etc. Management accounting practices had been unreliable, and this led to the failure of most private sectors in the country Olatunde, Oluwapelumi and Oluremi, (2021). Despite the above-mentioned problem, no study has been conducted to the best of our knowledge to investigate the determinants of management accounting practices among SMEs in Maiduguri.

## **1.3 Objective of the study**

The objective of this study is to examine the determinants of management accounting practices among SMEs in Maiduguri. The specific objectives are:

1. to examine the influence of cost reduction on MAP among SMEs in Maiduguri
2. to examine the influence of inventory management control on MAP among SMEs in Maiduguri

## **1.4 The following research questions are formulated**

1. What is the influence of cost reduction on MAPs among SMEs in Maiduguri
2. What is the influence of inventory management control on MAP among SMEs in Maiduguri

## **1.5 Hypothesis of the study**

1. Cost reduction does not have significant influence on MAPs among SMEs in Maiduguri
2. Inventory management control does not have significant influence on MAPs among SMEs in Maiduguri

## **1.6 Scope and Limitation(s)**

The scope of this research work is the entire small and medium-scale enterprises operate within the Maiduguri Metropolis. The researchers limit their work to management accounting practices in order to come out with meaning full results.

## **2. Literature Review**

### **2.1 Theoretical review**

#### **Resource Based View Theory**

Wernerfelt (1986), developed the Resource Based View (RBV) theory that explains the relationship which exists among management accounting practices and performance on SMEs. It duels much on the influence and importance of organizational resources on both the short term and long-term activities. To that level, corporate profitability is another dependent on resources at the firm's disposal. However, resources could be either human or material. The resources used in this research work include both human (Professional accountants) and materials assets, inventory and cash control. Management accounting as being practiced by trained accountants (part of organizational resources) is enough to handle other resources (cash, inventory, and overhead) at its own business possession for an effective and efficient competitive environment and to get the desired profit. Hence, the relation and relevance of RBV.

### **2.2 Concept of Small and Medium Scale Enterprises**

Existing literature suggests that numerous quantitative factors are typically used to determine small and medium-sized businesses. These criteria include the number of employees in the businesses, the amount of capital invested, the size of the plant's capacity, the level of sophistication of the equipment, the volume of sales, the profit margin, and maybe the market share. The Federal Ministry of Industries and the Central Bank of Nigeria both emphasize nominal financial outlay as the operational criteria for identifying small and medium-sized firms under the official definitions currently in use in Nigeria. The Central Bank of Nigeria (CBN, 2017) cites the National Council on Industry's (NCI) 1996 definition of SMEs in Nigeria, which

categorizes small scale enterprises as those with total costs above N1.0 million, including working capital but excluding cost of land, but not exceeding N40 million, with a labor size of between 11 and 35 employees. A medium-scale enterprise is defined as one with a labor force size of between 36 and 100 employees and a total cost of more than N40 million but less than N150 million. However, in this study, it is chosen to define small and medium-sized firms using qualitative criteria. This definitional preference is based on the understanding that the quantitative economic indicators that affect money as a unit of account and a store of value are constantly changing. These metrics include exchange rates, pricing levels, and interest rates.

Concerning various institutions created to support SMEs in various nations, the same issue is present. According to SMIEIS (2006), SMEs in Nigeria are defined as small firms with a minimum investment of 1.5 million Naira and a minimum annual revenue of 2 million Naira, excluding the cost of land. Similarly, SMEDAN (2005) defines SMEs as companies with 10 to 49 employees and an annual revenue of 5 to 49 million naira, whereas a medium-sized company has 200 or more employees and an annual revenue of 50 to 499 million naira. Undoubtedly, it is clear that there are differences in how SMEs are defined across groups, nations, and institutions.

### **2.2.1 Important of Small and Medium Scale Enterprises to Economy**

Since they are the main industry in various nations, SMEs are widely acknowledged to be important to various economies (Rwigema & Karungu, 1999). Small businesses are crucial to the economies of established nations like the United States and the United Kingdom, while in emerging markets, SMEs are well known for their success and profitability (Rwigema & Karungu, 1999). According to Rogerson (2016), SMEs' actions significantly contribute to growth, development, the creation of jobs, and the eradication of poverty. SMEs in Nigeria are responsible for a higher level of output and job possibilities. SMEs support the industrial expansion of the economy by making the best use of local technologies, raw materials, and intermediate products.

In all, SMEs have played and continue to play a significant part in the growth of the nation. However, SME stakeholders are becoming increasingly concerned that the sector is not optimally contributing to the economy because of the clear difficulties they confront. Etim, Uoffon & Goddykpa (2020) confirmed that, in this aspect, SMEs typically close more often than they grow, with only 1% of micro-enterprises expanding from five to 10 employees.

### **2.2.2 Problems experienced by SMEs in general**

The challenges faced by SMEs span a variety of issues, and in Nigeria they include rising transportation and communication costs, fierce market competition, and cyclical changes in consumer demand, frequent technological advancements, and new laws like labor standards that SMEs operators must follow in operation. Capable SMEs have the chance to enter global value chains through subcontracting links provided by multinational corporations looking for new markets and investments, while those unable to do so increasingly risk losing their current markets.

Naicker (2016) looked at difficulties experienced by SMEs into two categories: economy-problems and business problems. The stand of the economy of a particular nation and changes factors on macro-economic, like "change in those economic conditions, say economic downturn, these would heavily influence SMEs operations in the State," are considered to be economic-problem Etim, Uoffon & Goddykpa (2020). Business problems are mostly internal challenges, that is human resources in perspective. Poor staff planning, multifunctional management, a high tare on employee turnover, inadequate employee training, low productivity, challenges finding high-caliber people, labour markets, employee skills, and organizational cultures are characteristics of business problems (Williamson, 2000; Berry et al, 2002; Rogerson, 2004; Watson, 2004; Naicker, 2006, Watt, 2007; Lybaert, 2016 and Etim et al, 2020). Other marketing reason mention includes "tough competition and inadequate competitive skills among SMEs operators, tiny market share, low product demand, poor marketing skills, non-strategic location of the business, and failure to define the target market."

### **2.2.3 Concept of Management Accounting and its practices**

There are various definitions of management accounting by different researchers, depending on how one looked at it. We adopt the definition of the Chattered Institute of management Accounting (CIMA) (2005) which states that Management accounting gives useful information to the management that would be of great advantages in achieving their goals. In formulating strategic business procedures as well as strategic decisions, design both short-medium-long term strategies in the company, evaluate structure and design packages for shareholders, executives and the race, take good and advantageous decisions on operational activities, take necessary control to ensure productions are done in time with the minimum resources effectively. Measure and report the performance of management and stakeholders of organization, assets protection and corporate governance implementation, internal control measures, and risk management. The definition above gives a clear indication

of Management Accounting Practices (MAP) is all about in any type of organization. Management Accounting Practices (MAP) includes:

### **2.2.3.1 Costing**

The amount or equivalent paid or charged for something at a given point. All the generated information from a product could be used at a time for different purposes such as cost control, evaluation processes on production, price decisions making, and transfer pricing (Bjormenak, 1997; and Triest & Elshahat, 2007). The latest one is, Activity Based Costing (ABC) is commonly applied by most firms (Abdel-kader & Luther, 2006; Joshi, 2011) while Absorption and marginal costing techniques are in used over time for production cost records purposes. (Chenhall & Lang-Field-Smith, 1998; Etim, 2019; and Etim, Uoffon & Goddykpa, 2020).

### **2.2.3.2 Budgeting**

Budgeting is seen as an integral part of corporate organization. Hansen & Vander Stede, 2004). The budgeting system in any organization serves as a procedure to carry on their activities effectively. Recently studies revealed that the budgeting practices in any organization is for planning the future performance in the organizations; planning future position; designing future cash flows; planning daily operations and cost control (minimizing expenditure to the minimum level) (Abdel-kader & Luther, 2016; Joshi, 2011; Szychta, 2018, Etim, Uoffon & Goddykpa, 2020). Most of the SMEs might prepare their budgets in cash budget, sales budget, overhead budget, purchases budget and capital budget, among others. These budgets are assisted with direct smooth operations and performance effectively.

### **2.2.3.3 Performance Evaluation**

Performance evaluation is an essential tool in MAP it provides strategic information that SMEs managers can use to achieve their organizational goals (Jusoh & Parnell, 2018). The organization has an ambition to own comprehensive management systems like performance hierarchies and balance score card that can give information (Hall, 2018), What type of performance appraisal methods can the organization adopt? (Etim, Uoffon & Goddykpa, 2020) Here financial and non-financial measures can be applied, such as Activity Based Costing (ABC), balanced scorecard, bench making, Inventory Management Control (IMC), Strategic Enterprise Management (SEM) and Value Based Management (VBM), six sigma; Return on Investment (ROI); Economic Value Added (EVD) and other profitability measures (Etim, Uoffon & Goddykpa, 2020). The basis on the performance measures is to acknowledge the effort of employees and executives in the organization.



#### 2.2.3.4 Strategic Management Accounting

Management Accounting Practices (MAP) considered strategic management accounting (SMA) as the last tools under this research work. (Etim, Uoffon & Goddykpa, 2020) defined this concept as “bring all the relevant financial information in respect of organization products, costs and monitoring, markets and competitors, coming out with new strategies to minimize cost among firms and a good strategy for improving cash management. There are three basics scopes of SMA: gathering information in respect of competitors, discovering new ways in cost reduction among forms, and matching the accounting system in practices with firm’s strategic position include in the organization. Cadez & Guilding (2018) brings additional (5) measures which include: (1) costing, (2) planning, control and performance measurement, (3) customer accounting, (4) competitors accounting and (5) strategic decision making

### 2.3 Empirical review

The major observation in this review is the lack of enough literature on management accounting practices among SMEs. The Chattered Institute of management Accounting (CIMA) sponsored the research on management accounting practices by SMEs because of its relevance’s in the United Kingdom (UK), Lucas, Prowle, & Lowth (2013) are of the view that poor performance and failure among SMEs is obviously caused by poor or lack of management accounting techniques applied for their daily operations. Using explanatory research methods, the results revealed that there is a significant scope for improvement by SMEs if they can allow/employed accountants in business to participate fully in enhancing decisions on management accounting techniques. It also needs increased awareness and education among SMEs on the management accounting tools to be applied in business at all times.

Lucas, Prowle, & Lowth (2013) opined that the credibility on earlier study by D’Abrose & Gasse (1980) in another developed country at were cited by Obachosim, Onwuchekwa & Ifeanyi (2012) the management accounting practices was surveyed in 25 shoe manufacturing and 26 plastics manufacturing SMEs in Canada. Descriptive statistical analysis was adopted, their results reveal cost accounting principles were applied by 88% of surveyed entities as well as knowingly accounting for their success.

Some researchers in Middle East and Asia the results they obtained is similar to that in developed countries of UK and Canada. Kamilah (2017) discovered a linked between application of MAP and performance by SMEs within manufacturing sector of Malaysia. A survey research design was used through questionnaire and descriptive statistics analysis, performance measurement and costing system was found as a common MAP



employed by SME respondents. The findings reveal MAP has a significant relationship with performance. Hence, emphasizing the relevance of MAP in today's organization.

Investigating the application management accounting practices in a broad range by Malaysian manufacturing SMEs, Kamilah & Shafie (2016) used a survey research design and a structured questionnaire for data collection, percentage analysis was used in the result estimates. The result revealed Malaysian small and medium firms extensively used traditional MAP, but in some cases apply modern MAP. Based on these, it shows non-financial performance measures in relation to specific firm processes. It also indicates greater usage of management accounting practices by medium firms than small firms. In some cases, medium firms do apply MAP as much as possible if compared to that of small firms. The important disparity in using MAP between small and medium firms was high in decision support system and strategic management accounting.

A study was carried out on MAPs among manufacturing and services sector in Singapore. By Ghosh & Kai-Chan (1997). More than 80% of the firms consider for the studied used capital budgeting while 56-80% of the said firms made used of long-term planning moderately over the traditional MAP techniques. The adoption rate of the complex methods was low due to minimal awareness of the new techniques, lack of expertise, and perhaps, lack of support from the top management. The study was supported by Nimtrakoon (2019) in his own work found a similar result.

Waweru, Hoque, & Uliana (2018) conducted a study on MAPs on four African retail companies. The result revealed there were moderate changes in the adoption of MAPs by the firms in some areas like the use of balance score cards (BSC) and activity-based costing for performance measures.

Etim, Uoffon & Goddykpa, (2020) are of the opinion in their study on management accounting practices and the performance on small and medium-scale enterprises in Akwa- Ibom State, Nigeria, they examine the effect of management accounting practices, the survey research was employed and used a structured questionnaire to data from 40 purposively selected SMEs from the population pool. Data was analyzed using descriptive and inferential tools, using SPSS version 20. The results revealed there is strong positive correlation between dependent variable (firm performance) and independent variable (costing system, budgeting system, performance evaluation system, decision support system and management accounting system. They recommended SMEs should avail themselves more with contemporary MAP to ensure the profitability and sustainability of the businesses.

From the past studied reviewed above on MAPs small and medium scale enterprises most were conducted in developed countries while a very few of such studies exist in developing countries like Nigeria. This makes this research possible to carry out on MAPs among SMEs in Maiduguri, Borno State, Nigeria

### 3. Research Methods

A survey research design was adopted in conducting this study. It involves the use of questionnaires to gate responses from SMEs in Maiduguri, Borno State. The researcher's attention was on the registered and active SMEs only that are into production of Bakery and Pure water in Maiduguri Metropolis which were 115 in number, out of which 100 were selected and distributed a questionnaire in their locations. The completed and valid return questionnaire was 81, this number represents 81% of the response rate and stands as valid.

### 4. Data analysis and discussion

This section presents the data and discussion of results.

**Table 4.1 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig f Change
1	.996 <sup>a</sup>	.993	.992	.58034	.993	5195.131	2	78	.000

a. Predictors: (constant), CR, IM

Simple linear regression was used to test if cost reduction and inventory management are determinants of MAP among SMEs in Maiduguri. The model summary shows that at least one independent variable has a significant influence on the dependent variable. These prove that, the MAPs among SMEs is in practices. Most SMEs in using management accounting practices in their operations'.

**Table 4.2 ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	3499.384	2	1749.692	5.195E3	.000 <sup>a</sup>
Residual	26.270	78	.337		
Total	3525.657	80			

b. Dependent Variable: MAP

The overall regression model was statistically significant ( $R^2 = 0.993$ ,  $F(2, 78) = 5.195$ ,  $P = .000$ ). The result shows there is a significant difference in using management accounting practices, it assists management in

effective operations and good maintenance of daily work. It proves that the SMEs in Maiduguri are practising cost accounting techniques, but it needs some modification to advance their operation.

**Table 4.3 The Hypothesis test**

	B	Std. Error	Beta	T	Sig	Partial	Part	Tolerance	VIF
1 (constant)	-.041	.161		-.256	.799				
IM	.122	.064	.107	1.902	.061	.210	.019	.030	33.293
CR	.878	.056	.890	15.790	.000	.873	.154	.030	33.293

a. Dependent Variable: MAP

It was found that cost reduction is significantly determined MAP ( $\beta = .890$ ,  $P = <.001$ ). However, the study found that inventory management did not significantly determinant ( $\beta = .107$ ,  $P = .061$ ).

**Hypothesis test**

The hypothesis shows there is a significant influence of cost reduction on MAP among SMEs. The management are applying the principles of cost accounting recording process to minimize the cost of production to the minimum level. These techniques show eighty eight percent (88%) level of influence, and these prove the Small and Medium-scale Enterprises (SMEs) are practicing Management Accounting Practices (MAP) in Maiduguri. Based on this, the null hypothesis which says Cost reduction does not have significant influence on MAPs among SMEs in Maiduguri should be rejected.

The second hypothesis shows there is an influence of inventory management control on MAP among SMEs in Maiduguri, but the influence is not much higher due to lack of knowledge on modern cost accounting techniques. The results show twelve percent (12%) changes. This proves that their accountant is not fully knowledgeable enough about the modern cost accounting techniques

The beta shows a good percentage for cost reduction up to eighty nine percent (89%) changes on MAP. This shows there are significant impact changes due to cost reduction as a major determinant of Management Accounting Practices (MAP) among SMEs in Maiduguri. While inventory management has only eleven percent (11%) changes on MAP among SMEs, and these shows a statistical significance is not much due to poor knowledge on the modern cost accounting techniques.

However, part-correlation co-efficient shows a unique result, that cost reduction has up to two percent (2%) changes that influence management accounting practices and proves that the SMEs are doing better with the use

of the techniques. Inventory management here has 0.04% (a quarter percentage) a minimal change due to poor knowledge of modern technique.

## 5. Conclusion and Recommendations

The researchers concluded that there is a significant influence of management accounting practices among small and medium-scale enterprises in Maiduguri Metropolis. This influence is based on the cost accounting practices the SMEs are applying in their daily operations. The contributions cost reduction, budget planning and control, is strong and most significant, followed by inventory management control with less significant. Despite the scores, the percentage in the table 4.3 shows 88% changes. Although the level of management accounting practices by SMEs appeared generally reasonable but seemed to pay more attention to the modern costing techniques, which indicates that their staff have less knowledge in the area. However, it implied that if the professional accountant can be given more hands to apply the modern costing techniques, the performance can improve and lead to additional profits in SMEs.

Based on the findings of this study, it is recommended that the SMEs need to train their accounting staff or employee professionals in order to have an advantage in using both old and modern cost accounting so that their expenses generally in production can be controlled, hence their profit can be increased.

## References

- Abdel-Kader, M. and Luther, M. (2016). Management Accounting Practices in the British Food and Drinks Industry. *British Food Journal*, 18(5)
- Abdel-Kader, M. and Luther, M. (2016). The relevance of Management Accounting Practices in enhancing the Small and Medium Industry. *Journal of Management Accounting in Practices*, 6(1).
- Afirah, A. and Noorhayati, M. (2017). Management accounting practices of SMEs: The impact of organization DNA, business potential and operational technology. *Asia Pacific Management Review*, 23(3).
- Bjornenak, T, (1997). Diffusion and Accounting: The Case of ABC in Norway. *Management Accounting Research*, 8(3).
- Boachie, N. Mensah, F. and Marfo-Yiadom, E. (2005). Entrepreneurship and Small Business Management. *Ghana University Press, Accra*.
- Chartered Institute of Management Accountants (CIMA) (2002). Preparing cash budget Nigeria (Preliminary Report). National MSME Collaboration Survey. [http://www.cimaglobal.com/Documents/Imported\\_Documents/article\\_web\\_nov02.pdf](http://www.cimaglobal.com/Documents/Imported_Documents/article_web_nov02.pdf). Retrieved on 20th December 2022.

- Chenhall, R. H. (2003). Management Control Systems Design Within its Organizational Context: Findings from Contingency- Based Research and Directions for the Future. *Accounting, Organization and Society*.
- CIMA (2005). Management Accounting Official Terminology. *The Chartered Institute of Management Accounting*,
- D'Ambrose, G. and Gasse, Y. (1980). Performance in Small Firms and the Utilization of Formal Management Techniques. *Proceedings of the Joint National Meeting TINS/ ORSA*, Washington: DC
- Dzisi, S. and Ofosu, D. (2014) Marketing strategies and the performance of SMEs in Ghana. *European Journal of Business and Management*, 6(5).
- Etim, E. (2019). Management Accounting System, Perceived Environmental Uncertainty, and Corporate Performance of the Nigeria Breweries Sector. *Archives of Business Research (ABR)*, 7(7)
- Etim, E. Umoffong, N. J. and Goddymkpa, C. P. (2020). Management Accounting Practices and the Performance of Small and Medium-Scale Enterprises in Akwa Ibom State, Nigeria. *Business Perspective Review* 2(2).
- Fatoki,O. (2010). Which new small and medium enterprises in South Africa have access to bank credit. *International Journal of Business Management*, 5(10)
- Ghosh, B. C. and Kai-Chan, Y. (1997). Is Management Accounting in Singapore Well-in Place? *Management Auditing Journal*, 12(1)
- Hall, M. (2018). The Effect of Compressive Performance System on role Clarity. Psychological Empowerment, and Management performance. *Accounting, Organization, and Society*, 3(3).
- Henson, S. C., Otley, D. T. and Van Der Stede, W. A. (2004). Practices Developments in Budgeting: An Overview and Academic Perspective. *Journal of Management Accounting Research*, 15(1).
- Iwok, E. (1977). Accounting problem of small business. *The Business Summariser*: 6(12)
- Joshi, P. I. (2011). The International Diffusion of New Management Accounting Practices: The Case of India. *Journal of International Accounting, Auditing and Taxation*, 10(1)
- Jusoh, R. and Parnell, J. A. (2018). Competitive Strategy and Performance Measurement in the Malaysian Context: An Exploratory Study. *Management Decision*, 46(1).
- Kamilah, A (2017). The implementation of management accounting practices and its relationship with performance in small and medium enterprises, *International Review of Management and Marketing*, 2(1)

- Kamilah, A. and Shafia, M. (2016). Management accounting practices and small and medium enterprises. Vision 2020: Innovation Management, Development Sustainability, and Competitive Economic Growth. *The proceedings of the 28<sup>th</sup> International Business Information Management Association Conference, Span*.
- Kongolo, M. (2010). The creation versus job shedding and the rate of SMEs in development. *African Journal of Business*, 4(1)
- Lucas, M. Prowle, M. and Lowth, G. (2013). Management accounting practices of UK Small-Medium-Sized Enterprises (SMEs): Improving SME performance through management accounting education. *Chartered Institute of Management Accounting: UK*, 9(4)
- Nenah, N. and Van Zyl, J. (2012). Achieving optional business practices: Evidence from SMEs in selected areas in South African. *South African Business Review*, 16(3).
- Ohachosim, C. Onwuchekwa, F. and Ifeanyi, T. (2012). Financial challenges of SMEs in Nigeria: Relevance of accounting information. *Review of Public Administration*, 1(2)
- Okafor, U. I. and Oji, R. N. (2021). Management Accounting Practices and Performance of Small and Medium-Scale Enterprises in Nigeria. *International Journal of Business and Management Invention (IJBMI)*. 10(6)
- Osotimehin. K. Jegede, C. Akinlabi, B. and Olajide, O. (2012). An evaluation of the challenges and prospects of micro and small-scale enterprises development in Nigeria. *American International Journal of Contemporary Research*, 2(4)
- SMEDAN and NBS (2010). Survey Report in Micro, Small and Medium Enterprises (MSMEs) in
- Szychta, A. (2018). The Scope of Application of Management Accounting Method in Polish Enterprises. *Management Accounting Research*, 13(1).
- Taiwo, A. Ayodeji, A. and Yusuf, A. (2012) Impact of small and medium enterprises on economic growth and development. *American Journal of Business and Management*, 1(1)
- Taiwo, A., Ayodeji, A. and Yusuf, A. (2012). Impact of small and medium enterprises on economic and development. *American Journal of Business and Management*, 1(1)
- Van-Triest, S. and Elshahat, M. F. (2007). The Use of Costing Information in Egypt: A Research Note. *Journal of Accounting and Organizational Change*, 3(3).
- Waweru, N. . Hoque, Z, and Uhana, E. (2018). Management Accounting Change in South Africa: Case Studies from Retail Services. *Accounting, Auditing, and Accountability Journal*, 17(5)
- Wernerfelt, B. (1998) A resource-based view of the firm. *Management Journal*, 5(2).

Yeboah-Mamtey, S. (2017). The impact of management accounting practices on financial performance of small and medium enterprises in the cope coast metropolis in the central region of Ghana. MBA Dissertation, University of Cape Coast, Ghana. <https://erl.ucc.edu.gh/jspui/handle/123456789/3386> (Retrieved on 20th December 2022)