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The Impact of Creative Accounting on Organizational Effectiveness: A Study of Manufacturing Firms in Nigeria

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Authors' contributions

This paper is an extensive collaborative work between the both authors. Author OEC designed the study, introduction, literature and analysis of the data. Author LCM managed the methodology, discussion of findings. All authors read and approved the final manuscript.

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Case Study

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ABSTRACT

Creative accounting involves the manipulation of company financial records towards a predetermined target. This target can be motivated by a preference for more stable earnings. The purpose of this study therefore is, to determine if creative accounting has any influence in enhancing the effectiveness of an organization. Prior studies were reviewed to develop our hypotheses. The study uses survey data and financial reports on fourteen manufacturing firms over five year period to examine whether creative accounting and organizational effectiveness has any significant relationship. Using correlation statistics, all the hypotheses were found to be statistically significant and positively correlated. However, we found weak evidence of a positive correlation between income smoothing, artificial transaction and market share. These results are sensitive to

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our apriori expectation but we believe they may not be consistent over time. The study concludes that many manufacturing firms in Nigeria underperform but practice creative accounting to appear legitimate. We therefore recommend that IFRS should be adopted in Nigeria to eliminate judgment estimation in accounting treatment of certain items.

Keywords: Creative accounting; organizational effectiveness; profitability.

1. INTRODUCTION

Manufacturing sector is a critical growth driver for any economy. The sector is regarded as a basis for determining a nation's economic efficiency [1]. According to the president of Manufacturers Association of Nigeria (MAN), Dr Kola Jamodu, he said, despite the country's wealth and relative improvement in GDP growth rate, poverty is widespread. This according to him is as result of gross underperformance of the real sector, particularly manufacturing [2]. Firms are expected to meet shareholders expectation. But shareholders are concerned with firm's long term survival as a way to preserve the value of their relationship. [3] show that a firm's accounting method choices are affected by the extent of its explicit and implicit contractual relationship with shareholders. Thus, financial statements may be distorted by firms to achieve a targeted objective.

Financial statement is arguably the most useful and important to all users especially for the shareholders or investors in decision-making process. Based on the financial statement itself, they can obtain useful information about the effectiveness of the organization. However, inadequate or misleading income disclosure may result when income is deliberately and artificially smoothed [4]. The effect of creative accounting may lead shareholders and investors to have inadequate information when evaluating the organization's effectiveness.

The Cadbury saga in Nigeria discovered a significant overstatement of its financial position over a number of years.

The story is similar but also not palatable in the United States, where Enron which grew in just 15 years to be America's seventh largest company went underground after it was discovered that the company has been fiddling with profit figure [5].

There are many reports of price manipulation, profit overstatement, and accounts falsification by some dubious stewards which rendered the financial reporting ineffective [6]. This represents the transformation of the accounting figures from what they are in accordance with the economic reality into what the managers want using the advantages of the existing regulations and/or ignoring some of them. [7] puts it in his so-called bible of the business world "Creative Accounting:" "It is the biggest con trick since the Trojan horse. They are of the opinion that Creative accounting is the root of numerous accounting scandals.

But real world experience reveals that it is in most cases practiced in an undesirable way to attract investors by presenting an exaggerated financial report. Thus, two perspectives of this term may be identified. The first one recognizes genuine changes in the business accounting practices while the second one reflects undesirable window-dressing that tends to distort financial information.

According to the creative accounting theories there is a connection between the use of creative accounting techniques and managers' incompetence. A company that has reached an unstable situation will undoubtedly begin to use creative accounting techniques in order to artificially increase profit, and thus, the financial situation to be temporarily concealed. This theory according to [8], is that incompetent managers try to hide the lack of performance by using creative accounting techniques, which leads to the idea that sometimes creative accounting may be associated with failure of the company and to postpone the "fatal" day.

If organizations are to survive and achieve long term viability they must be effective. According to [9], an effective organization is one that is making profit in addition to other criteria. [10] included increase in market share as one of the evidence to show an organization that is effective. Shareholders require good returns on their investment and this cannot be achieved when a company is not profitable. Thus, a profitable firm is an effective organization. According to [11] organizational effectiveness captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation. Several studies have been made on creative accounting in Nigeria but none has examined its influence on Return on investment and Market share being proxies for organizational effectiveness.

Thus, to fill the gap in the literature, the study examined the relationship between creative accounting and organizational effectiveness in selected quoted manufacturing companies in Nigeria

2. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

This research is built on the theory that the effectiveness of an organization is how well it achieved its goals, indicated by measuring performance. [12] used the theory of organizational ecology to argue that organizational effectiveness depends on the environment in which the organization operates. They opined that leaders of organizations do formulate strategies and organizations do adapt to environmental contingencies.

In recent times the effectiveness of many nations' organizations have become uncertain, especially in the major sectors of the economy and this has become an issue that concerns stakeholders [13]. The financial statements are expected to inform the stakeholders on the present financial state of the organization and also determine whether or not the organization is a going concern. Financial statements are prepared to disclose the present state of a company, it reveals if the business is making profit and providing a return on shareholders' investment.

However, prior studies have shown that this is not always the case as creative accounting is sometimes used by companies to manipulate profit figures which distort the true financial health of the company. [14] observed that every company is fiddling its profit. He also noted that every set of published account is based on books which have been completely roasted.

A company that has reached an unstable situation will undoubtedly begin to use creative accounting techniques in order to artificially increase profit, and thus, the financial situation to be temporarily concealed.

Business organizations set goals for themselves and tries to achieve these goals. Organizational effectiveness is the degree to which an organization realizes it goals. An organization is considered effective when it is making profit. This supports the views of [15,16], who believed that an effective organization will meet the goal of increase in market share. Organizational effectiveness is also satisfying and meeting the expectation of the shareholders as they require a good return on their invested capital. When their desires and expectations are met the organization is considered effective.

The practice of creative accounting has the power to distort the underlying financial performance of a firm, making it more difficult for an investor or financial analyst to assess the performance of the firm and to compare between different companies.

Previous studies indicate that company's management may resort to the distortion and the manipulation of financial numbers or figures through the use of creative accounting tools such as income smoothing, regulatory flexibility, and artificial transaction readily available to play financial numbers games that would enable them produce financial statement that will meet the expectation of the shareholders and other interested parties.

2.1 Concept of Creative Accounting

The concept of creative accounting is usually used to describe the process through which the accounting professionals use their knowledge in order to manipulate the figures included in the annual accounts.

The creative accounting appeared in the Anglo-Saxon literature in the 1970s, most often in the papers about the bankruptcy of enterprises and those written by [17] which represent the foundation of the positive accounting theory. This research trend made the object of several empirical works trying to explain the accounting choices starting from the problem of the political costs that the enterprises are exposed to. More recently, [18] have selected a portfolio of 12 accounting techniques, combining also the accounting options with the management decisions. In addition to the political costs, it is emphasized the importance of the activity and risk sector and that of the firm operation, as significant determinants of the creative accounting.

2.2 Concept of Organizational Effectiveness

[19] maintained that the concept of organizational effectiveness is an elusive one that there is no single way of defining it. This may be due to the many criteria used and the many definitions available for the concept. Most practicing managers agree that organizational effectiveness incorporates both economic and non-economic or behavioural dimensions. The economic indicators: include return on capital, productivity of assets, sales margin, and net operating margin. Non-economic indicators include employee turnovers, ability to retain management talents, competitiveness of compensation schemes, and degree of employee satisfaction. [20] defined organizational effectiveness as a qualification attached to an organization resulting from the comparison of the actual state of the entity against its ideal state. He maintained that an organization is effective if the actual state is congruent with the ideal and ineffective if it is not. [21] posits that "The value ascribed to an organization depends on the evaluator's conception of the ideal state of that organization". For example, whether an organization is described as Effective or ineffective depends on the evaluator's

view of an organization's ideal state. This ideal state, in turn, prescribes the aspects of the actual state of the organization which the evaluator will use to make his comparison.

Considering organizational effectiveness in Veldsman's perception, the evaluator has freedom to decide what should constitute the ideal state. This requires a lot of individual judgment. For the judgment to be realistic it must be based on enterprise understudy and the various environmental stakeholders of the organization.

2.2.1 Profitability

Profit is one of the major reasons for venturing into business. Profitability therefore, means a state of producing a profit or the degree to which a business is profitable. Profitability is the primary goal of all business ventures [22]. Without profitability the business will not survive in the long run. Conversely, a business that is highly profitable has the ability reward its owners with a large return on their investment. According to [23], achieving acceptable financial result is crucial. Achieving acceptable financial performance is a must, otherwise the organization's financial standing can alarm creditors and shareholders, impair its ability to fund needed initiatives and perhaps even put its very survival at risk.

This makes measuring current and past profitability and projecting future profitability a very important issue. Profitability is therefore identified as criteria for organizational effectiveness.

It may be expressed in terms of net income and earnings per share or return on investment [24]. A variety of profitability ratios can be used to assess the financial viability of the business but this study adopted return on investment as a measure of profitability.

2.2.2 Market share

Market share has the potential to increase profits. Small market share increases means very large sales increases. Studies have shown that, on average, profitability rises with increasing market share [25]. Because of these findings, many companies have sought to expand market shares to improve profitability. They argued that higher market shares tend to produce higher profits only when unit costs fall with increased market share, or when the company offers a superior quality product and charges a Premium price that more than covers the cost of offering higher quality. Market share is important because it enables one to know the strength of the organization whether they are leaders or minor players and also if the organization is still holding, gaining or losing share of its target market. Organizations need to protect their current business against market attacks while trying to expand by first, fixing weaknesses that can provide opportunities or their competitors; second, keeping costs down and its prices in line with the value the customers see in the brand; Third, by continuous innovation and finally by increasing its competitive effectiveness and value to customers.

2.3 The Link between Creative Accounting and Organizational Effectiveness

Companies' management may adopt various methods to dress up financial statement to show improved performance in respect of profit or loss. For the balance sheet, it may exist in three areas; the correct valuation of companies assets, accounting for all liabilities and over or understatement of net worth. The effect of creative accounting may defeat the purpose of presentation of true and fair financial statement, as required by companies and Allied matter Act (CAMA).

A typical aim of creative accounting will be to inflate profit figure. Some companies may also reduce reported profit in good years to smooth result.

Assets and liabilities may also be manipulated, either to remain within limits such as debt covenant, or to hide problems.

Typical creative accounting tricks include off balance sheet financing, over optimistic revenue recognition and the use of exaggerated non- recurring items.

Every organization desires to achieve its goals, objective or intended performance of continuous steady growth in profit, increase share prices by attracting more investors so as to get a larger share of their target market and increased productivity. Creative accounting seems to be a ready available tool in the hands of many preparers of financial statement to dress up its financial statement to achieve effectiveness.

Studies have revealed that company managers willfully manipulate reported profit to fit their own intentions or goals by selecting certain policies changing accounting estimates and manipulate accruals [26]. Of course, as soon as profits are manipulated, their integrity is in balance. Using creative accounting practices, management can alter impressions about their firm's business performance

Smoothing of income is a way of removing volatility in earnings by leveling over the earnings peaks over a number of years and raising the valley over the same period. Steps are therefore taken to reduce and "store Profit during good years for use during slower years [27]. Income smoothing may be successfully applied, without questions from stakeholders, either when investors are "naïve" and ignore management's ability to manipulate earnings or "sophisticated" and correctly infer management' disclosure strategy [28]. Investors may be harmed by income smoothing if it is used as a strategic tool by management. Some investors do not ignore management's ability to smooth; they are simply uniformed or ignorant.

The selection and application of generally accepted accounting principles (GAAP) is flexible, leaving enough room for judgment in certain areas. We can consider the example of inventory valuation which offers a number of accounting policy choice and estimation decisions for the companies to prepare financial statements. Due to this flexibility the management can be creative in preparation of financial statements. In most cases the management judgment results in change of reported financial results from one direction to another which is generally referred to as aggressive accounting. But when the line is crossed and the accounting policies being employed move beyond the boundaries of GAAP, the actions may be termed as fraudulent.

In most studies, creative accounting was viewed as "cheating", "misleading", and "immoral" on the part of the firm's management [29]. According to [30,31] smoothing of reported earnings may be defined as the intentional dampening of fluctuations about some levels of earnings that is currently considered to be normal for a firm. In this sense creative accounting represents an attempt on the part of the firm's management to reduce abnormal variations in earnings through the manipulation of the accounting and management principles. In other words, income smoothing is engaged in order to help the management to increase the perceive value of its services [32].

[33] studied the factors that encouraged income smoothing among 212 EU companies. Firm size, market share, degree of unionization, bonus compensation, ownership control and preliminary earnings diverge from expectations were used as variables to examine the association between income smoothing and factors to motivate it. The results of the study showed that income smoothing was associated with company size, the existence of bonus compensation plans and the divergence of actual earnings from expectations. Market share was found to be associated with smoothing. However, the findings were very weak. In addition, it was found that there was no association between smoothing and union organization or management's ownership. Prior studies have focused on listed companies in Singapore and they found that income smoothers tend to be less profitable companies, companies in more 'risky' industries and those Malaysian companies listed in Singapore Stock Exchange. However, based on univariate test, they found no evidence associating company size with creative accounting. [34] conducted similar study in Malaysia with a sample of 137 companies listed on the Kuala Lumpur Stock Exchange (KLSE). Profitability, size of companies, market share and industrial sectors are variables used to detect whether companies smooth's income. The result indicates that companies with lower profitability tend to smooth their income more than companies with higher profitability. However, income smoothing does not depend on the size of companies and industrial sectors. Based on the above theories, the following hypotheses are formulated.

- H0₁ There is no significant relationship between of income smoothing and profitability.
- H0₂ Income smoothing and market share are not significantly related.
- H0₃ Artificial transaction does not have any significant relationship with profitability.
- H0₄ Artificial transaction and market share are not significantly related.
- H0₅ Regulatory flexibility does not affect profitability.
- H0₆ There is no significant relationship between relationship between regulatory flexibility and market share.

3. RESEARCH METHODOLOGY

In this study, a triangulation approach comprising of a self- administered questionnaire survey and financial statements were used to collect both quantitative and qualitative data.

The survey results were used to test the hypotheses about the relationships between the dependent and independent variables. Before testing the hypotheses, we worked through a practice case designed to help respondent understand the specifics of creative accounting and organizational effectiveness.

Arandom sample of 14 quoted manufacturing firms from Nigeria stock exchange were selected as the population of study at firm level. The Researcher purposively distributed ten questionnaires each to the middle and top management staff of each manufacturing Company giving the total sample size as 140. (Appendix 1)

3.1 Operational Measures of Variables

The dimensions of creative accounting are income smoothing, artificial transaction and regulatory flexibility. The measures of organizational effectiveness are profitability and market share.

Profitability as measured by return on investment of selected companies (Appendix 2).

The questionnaire was designed in ordinal scale with the use of the 5-point Likert scale of strongly agree 5; agree 4; neutral 3; disagree 2; and strongly disagree 1 to elicit information from the respondents. Interesting questions covering likely attributes of creative accounting and organizational effectiveness were asked. Scores for each of the items were totaled and averaged to yield a mean score for the overall measure of creative accounting.

3.2 Test of Validity and Reliability

The reliability of the instrument was established using the Cronbach's Alpha Reliability Test and the result revealed a reliability of 0.996(99.6%). This showed that the variable used was reliable (Table 2).

3.3 Data Analysis Technique

The hypothesis for this study was tested using the Pearson product moment correlation coefficient(r).The Pearson moment correlation coefficient is more widely used in measuring the association between two variables given paired measurement.

3.4 Model Specification

The following models were specified in accordance with the objectives and formulated hypotheses in other to guide the study, thus:

$$P_i = f(IS,AT, RF) \dots\dots\dots (1a)$$

Rewriting equation 1a explicitly;

$$P_i = \mu_0 + \mu_1 IS + \mu_2 AT + \mu_3 RF + U_1 \dots\dots\dots(1b)$$

$$MS_i = f(IS,AT, RF) \dots\dots\dots(2a)$$

Rewriting equation 1a explicitly;

$$MS_i = \beta_0 + \beta_1 IS + \beta_2 AT + \beta_3 RF + U_1 \dots\dots\dots(2b)$$

Where:

| | | |
|-------------------------------------|---|------------------------|
| P_i | = | Profitability |
| MS_i | = | Market share |
| IS | = | Income smoothening |
| AT | = | Artificial transaction |
| RF | = | Regulatory flexibility |
| μ_0, β_0, α | = | Intercept |
| $\mu_1 - \mu_2, \beta_1 - \beta_2,$ | = | Regression Coefficient |
| $U_1 - U_3$ | = | Stochastic Term |

a'priori Expectation

$$\begin{matrix} \mu_1 > & 1, \mu_2 > & 1 \\ \beta_1 > & 1, \beta_2 > & 1 \end{matrix}$$

4. RESULTS

4.1 Statistical Testing of Research Hypotheses

Decision Rule

If significant 2-tailed value/probability value (PV) = 0.000 < 0.005 Reject H0

If significant 2-tailed value/probability value (PV) = 0.000 > 0.005 Accept H1

Tables 1 present the results of the estimation of regression equation in our model specification. In all instances we were unable to accept the hypotheses. The estimated coefficient on the relationship between income smoothing and profitability in hypothesis one is positive and statistically, significant at 1 percent (5 percent) level. $r = 0.992$ and $p = 0.000$.

Table 1. Correlations Matrix

| | | Income smoothing | Artificial transaction | Regulatory flexibility | Profitability | Market share |
|-------------------------------|---------------------|-------------------------|-------------------------------|-------------------------------|----------------------|---------------------|
| Income smoothing | Pearson Correlation | 1 | .994** | .989** | .992** | .558** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .003 |
| | N | 115 | 115 | 115 | 115 | 115 |
| Artificial transaction | Pearson Correlation | .994** | 1 | .990** | .984** | .561** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .003 |
| | N | 115 | 115 | 115 | 115 | 115 |
| Regulatory flexibility | Pearson Correlation | .989** | .990** | 1 | .986** | .560** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .003 |
| | N | 115 | 115 | 115 | 115 | 115 |
| Profitability | Pearson Correlation | .992** | .984** | .986** | 1 | .949** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 115 | 115 | 115 | 115 | 115 |
| Market share | Pearson Correlation | .558** | .561** | .560** | .949** | 1 |
| | Sig. (2-tailed) | .003 | .003 | .003 | .000 | |
| | N | 115 | 115 | 115 | 115 | 115 |

** Correlation is significant at the 0.01 level (2-tailed)

Accordingly, our regression coefficient as shown in hypothesis two (Table1) shows $r = 0.558$; $p = 0.003$.

Although there is a weak but positive relationship, we were able to reject the null hypothesis.

In hypothesis 3 (Table 1) we found a statistically significant relationship between artificial transaction and profitability.

$r = 0.984$; $p = 0.000$. Thus, the alternate hypothesis was accepted.

Hypothesis four shows that market share would be influenced averagely by artificial transaction with $r = 0.561$; $r^2 = 0.525$ and $p = 0.003$. (Table1)

The result of the effect of regulatory flexibility on profitability (hypothesis 5) is reported on Table 1. As shown, the 0.986 correlation shows that the relationship is very significant at conventional levels.

To examine the relationship between market share and regulatory flexibility (hypothesis 6) Table 1 indicates a moderate but significant relationship with $r = 0.560$; $r^2 = 0.525$ AND $P = 0.003$.

Table 2. Reliability

| Reliability Statistics | | | | |
|-------------------------------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Cronbach's Alpha | | | | N of items |
| .995 | | | | 5 |
| Item-total statistics | | | | |
| | Scale mean if item deleted | Scale variance if item deleted | Corrected item-total correlation | Cronbach's alpha if item deleted |
| Income smoothing | 71.97 | 584.718 | .994 | .992 |
| Artificial transaction | 72.32 | 578.746 | .993 | .992 |
| Regulatory flexibility | 72.57 | 552.915 | .991 | .992 |
| Profitability | 71.75 | 573.980 | .987 | .993 |
| Market share | 74.63 | 561.392 | .961 | .997 |

5. DISCUSSION OF THE FINDINGS

As noted previously, growing literatures in management accounting examine the relationship between creative accounting and organizational effectiveness. For most part, this literature concludes that creative accounting variables enhances profitability .The result of hypothesis 1 revealed a significant relationship exist between income smoothing and profitability. Smoothing of reported earnings may be as a result of the intentional dampening of fluctuations about some levels of earnings that is currently considered to be normal for a firm. Several reasons may have accounted for this association, every business organization want to always appear profitable and continue to improve profitability, thus business managers are likely to employ income smoothing as a creative accounting tool to smooth profit figures in bad years so as to continue to look effective in the eyes of the users of the financial statement.

Again, the desires to appear more profitable make organizations to engage in income smoothing. Accordingly, when a company smooth’s its income the information about a company’s performance in terms of profitability is influenced. Companies can adjust profit to suit their own purpose [35]. Profitability reflects the overall performance of for – profit organizations. Managers are evaluated by their level of profitability. Managers therefore tend to look for ways to smooth income so as to change their business by improving reported profitability.

In hypotheses two, the result indicates that there is a significant relationship between income smoothing and market share. ($r = 0.558^{**}$). A company tries to gain greater investors’ confidence by increasing its market share when assessing the financial statement through smoothing of its income. A positive relationship exist between income smoothing and market share but the association was however weak. Market share refers to the company’s sales as a percentage of the sales in its target market. The reason for this association may be

because market share has the potential to increase profit. Thus on average, profitability rises with increasing market share.

Previous studies are of the view that firms engaged in income smoothing in order to help the management to increase the perceived value of its services.

The statistical analysis in hypothesis three showed that: There is a significant relationship between artificial transaction and profitability. ($r = 0.984^{**}$). In other words when the balance sheet amount is manipulated and profit is moved between accounting periods the organization's reported profitability is impacted to show the desired image of higher profitability to indicate a good return on shareholder's investment which in economic reality is not so.

This finding agrees with previous studies carried out. They argued that company managers willfully manipulate reported profit to fit their own intention. The goal of every business organization in reporting high profit can be achieved by selecting certain accounting policies; changing accounting estimates and manipulates financial numbers to appear profitable. Also, According to [36], management may decide to move expenses or losses from one accounting period to period to create desired profit result.

Hypothesis Four revealed that there is a significant relationship between artificial transaction and market shares ($r = 0.561^{**}$). This is in line with previous studies that increases in market share has the potential to increase profit. This accounts for the reason why company managers manipulate accounting figures and move profit figures between accounting periods so as to estimate sales that will portray the organization of being in control of the greater proportion of its target market which will directly impact on reported profit in the financial statement. It is believed that artificial transaction can greatly influence the decisions of the interest groups in the organization such as the owners or shareholders and other stakeholders in the organizations. Balance sheet amounts are manipulated and profit moved between accounting periods for the purpose of reporting financial results that will win and constantly increase investors and public confidence in their firm thereby enabling the company hold a greater percentage of the total available market that is being serviced by the company.

The statistical result in hypothesis five revealed that there is a significant relationship between regulatory flexibility and profitability. ($r = 0.986^{**}$). Accounting regulations often permit a choice of accounting policy [34]. Business entities thus choose income boosting accounting policies to create preferred image of reporting a favorable profit. Managers may decide to increase or decrease to adjust the desired result of appearing profitable. Using creative accounting practices, management may alter impressions about their firm's business performance since companies are evaluated by their level of profitability. Reports on how a change in accounting method boosted K-Mart's quarterly profit figure to \$160 million, by a happy coincidence distracting attention from the company slipping back from being the largest retailer in the USA to the number two slot.

Hypothesis Six indicates that there is a significant relationship between regulatory flexibility and market share. ($r = 0.560^{**}$). Every organization or firm wants to strive amid stiff competition and gain a greater control of its target market. The public and investor's confidence must be won at each time, This is because market share enables one or investors to know how effective the organization is, if they are market leaders or minor player or if the organization is still holding, gaining or losing its market share. The positive

association between regulatory flexibility and market share indicate the reason managers may choose income boosting accounting policies that will aid the manipulation of the financial figures to report high sales figure that will portray a greater market share than other players in the market. Thus the sales figures are massaged to create desired image of appearing effective. If the intention is to attract new investors and increase its market share, such firm will choose at will any accounting policy that will enable them attract investors and other interest group without any restrictions from accounting regulators.

6. CONCLUSION

In this research an empirical survey was carried out to investigate the impact of creative accounting on organizational effectiveness.

The statistical results show that there is a positive and significant relationship between all the six (6) hypotheses. Therefore, the researcher concludes that there is a positive and significant relationship between creative accounting and organizational effectiveness of quoted manufacturing companies in Nigeria. The result that emerges from the analysis of expert views is that creative accounting has long been in practice in Nigeria. Most of the companies in Nigeria create accounts in an undesirable way to attract investors by reporting impressive financial information even when it may not be so in reality.

The following recommendations are made in line with the findings:

1. Adoption of international financial reporting standard (IFRS) must be embraced by all in Nigeria. This will eliminate the use of Judgment estimation and prediction in the treatment of certain entries in financial reporting, e.g. extra ordinary items.
2. Accounting practice and scandal can destroy any institution, there is the need to restore integrity and public confidence to accounting operations, the accountants should be strengthened to respond quickly to the egregious abuses and malpractice in the world of business and impose sanctions on offenders.
3. The urgent need for monitoring in order to raise the quality of financial reporting in Nigeria.
4. Greater emphasis should be placed on enforcement of code of corporate governance and ethics. Proper enforcement of changes in accounting regulation, ethical standard and governance code by regulatory authorities will prevent companies from employing misleading reporting practices of creative accounting. Ethical codes need to be given much importance in the accounting profession

COMPETING INTERESTS

Author have declared that no competing interests exist.

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APPENDIX 1

Name of company

Nigerian Breweries Plc.
Dangote cement Plc.
Nigerian Ropes Plc.
Berger Paints Plc
Santex Portland
paints & products Plc.
PzCussion Nig. Plc.
Unilever Nig. Plc:
Inter linked technologies Plc.
7-up bottling Co. Plc.
Cadbury NigPlc:
Nestle Nig. Plc.
First Aluminum Plc.
Chemical and Allied Product Plc
Guinness Plc

Source: *Nigerian Stock Exchange fact book.*

APPENDIX 2

Presentation of Return on Invested Capital of Selected Manufacturing Companies

| | 2011 | 2010 | 2009 | 2008 | 2007 |
|--|--------|-------|--------|--------|--------|
| Nestle | 22% | 21% | 15% | 17% | 2.6% |
| Nigeria Breweries Plc | 48.9% | 60.5% | 59.9% | 79.71% | 43.8% |
| Berger Paints Plc | 14.10% | 26.4% | 14.4% | 12.2% | 10.4% |
| UnileverNig. Plc: | 56.8% | 50.2% | 50.0% | 39.0% | 35.8% |
| Dangote Cement Plc | 41.3% | 50.4% | 33.3% | 24.7% | 20.0% |
| Santex Portland paints & products Plc. | 15.6% | 14.0% | 24.0% | 26.2% | 39.8% |
| Guinness Plc | 45.0% | 40.2% | 43.0% | 32.2% | 34.0% |
| Chemical and Allied Product Plc | 69.0% | 86.5% | 45.2% | 107% | 35.1% |
| PzCussion Nig. Plc. | 13.0% | 14.0% | 14.0% | 12.0% | 18.0% |
| First Aluminum Plc. | -6% | -0.6% | 0.5% | -6.2% | -19.4% |
| Cadbury NigPlc: | 12.0% | 4.7% | -4% | -12.8% | -1.94% |
| 7 Up | 27.0% | 20.0% | 19.2% | 22.3% | 22.3% |
| Nigerian Ropes Plc. | 3.3% | -1.2% | -85.5% | 10.1% | 7.1% |
| Inter linked technologies Plc. | 0.7% | -4.2% | -4.4% | -4.8% | -211% |

Source: Obtained from five years financial statement summary of

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