

*Research Paper***Management accounting reports and hospitality industry development in Nigeria.***Submitted in June 13th**Accepted in October 30th**Evaluated by a double blind review system***OKPALA KENNETH ENOCH¹****Structured abstract**

Purpose: The limited research interest in the hospitality industry has prevented the conclusion on the relationship between management accounting reports and the industry development in Nigeria. This study examines the effect of management accounting reports on the development of the quoted hotels in Nigeria.

Design/Methodology/approach: This paper made use of primary data collected from 164 selected management staff of the four quoted hotels in Nigeria. A response rate of 112 copies of questionnaire representing 68.29% was achieved. Regression analysis technique was employed to measure the strength of the association between the variables.

Findings: The results revealed that management accounting reports has a significant relationship with the development experienced by quoted hotels in Nigeria.

Research limitations: This study suffers from some limitations. The first is the small size of the population. Secondly, the study concentrated on quoted hotels in Nigeria which account for about 3% of the hotels in Nigeria. Result may differ if other hotels are included in the study.

Practical implications: The study concluded that management accounting reports has given quoted hotels a competitive advantage.

Originality/ Value: The few existing studies conducted on development of hotels in Nigeria were measured in terms of overall guest satisfaction with services rendered. This study took a step further to analyze the effects of service pricing, optimal liquidity and service contribution determination on the quoted hotels client base, investment behaviour and profitability leading development of the subsector in Nigeria. These issues were omitted in the previous studies.

Keywords: Management Accounting Reports, Hospitality Industry, Quoted Hotels.

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1. Introduction

The hospitality industry is a comprehensive category of the service sector. It includes lodging, event planning, entertainment and transportation within tourism arena. Hospitality undertakings directly provide goods and services to facilitate business, pleasure and leisure activities away from the home environment (Bhatia, 2002). Nigeria is one of the most frequently visited countries in Africa at large. This is due to the fact that the country is a business tourist centre and one of the most developed states in Sub-Sahara Africa (Omogunloye & Ayeni, 2012). Guests need to lodge and feed which makes hotel business very relevant to the tourists. Hotel business in Nigeria is very lucrative and its revenue base and customer loyalty are not only influenced by the standards of services rendered but also by some geographical factors which include proximity to local and international airports, and other service centres.

Quoted hotels are found among the 5 stars in Nigeria with excellent facilities and outstanding service quality to satisfy their local and international guests (Omogunloye & Ayeni, 2012). Sorin and Carmen (2012) noted that in the contemporary period, the tourism and hospitality industry has experienced dynamic growth despite the challenges facing not only the global crisis, but also market changes, consumer behaviour and technological trends. Globalization has increased tourist activities and resulted in large number of travellers with grave competition within the industry. Hotel management has resolved to look into factors that will assist them in providing excellent services at affordable cost. The management also need to ensure optimal cash level to gain purchase and investment advantage. Adequate appraisal of each service point should also be embraced to guarantee that only financially viable or complementary services are rendered to the clients in order to maximize wealth (Ekechukwu, 2006). The above issues have attracted management accounting attention to provide timely relevant information to remain competitive and increase the organization's bottom-line (Sorin & Carmen, 2012).

There is limited research interest in the hospitality industry in Nigeria and in particular the relationship between management accounting reports and the development of quoted hotels. This has prevented the conclusion about the influence of management accounting reports on the development of quoted hotels in Nigeria. While the few existing studies measured development in terms of overall guest satisfaction with services rendered (Nunkoo & Ramkissoon, 2011), specific moderators such as proper service pricing, adequate liquidity planning and determination of service contribution influencing development have not received the level of attention they deserve. Therefore, further investigation is needed to determine the relationship between the major variables and their moderators to enable conclusion and proper documentation about the influence of management accounting reports on quoted hotels development in Nigeria.

The principal target of this study is to examine the effect of management accounting reports on the development of the quoted hotels in Nigeria. The specific objectives are to investigate the relationships between: service pricing and client base of quoted hotels in Nigeria, optimal liquidity level and investment behaviour of quoted hotels in Nigeria, service contribution determination and profitability of quoted hotels in Nigeria. Based on the study objectives, the following hypotheses were developed:

Hypothesis 1: There is no significant relationship between service pricing and client base of quoted hotels in Nigeria.

Hypothesis 2: There is no significant relationship between optimal liquidity level and investment behaviour of quoted hotels in Nigeria.

Hypothesis 3: Service contribution determination does not have significant effect on profitability of quoted hotels development in Nigeria.

Hypothesis 4: There is no significant relationship between management accounting reports and development of the quoted hotels in Nigeria.

The effects of service pricing, optimal liquidity level and service contribution determination are considered explanatory variables that are likely to predict the development of hospitality industry. Hotel management need to focus on the right pricing for services rendered to guests, maintenance of adequate liquidity level, and determination of service contribution. Proper pricing will ensure service delivery at a competitive price and increase sale volume. Optimum liquidity will afford the management a cash discount advantage and also lead to appropriate capital expenditure for long term survival - investment behaviour. On the other hand, if service contribution is determined, only viable services with higher contribution will be embarked upon. The result of proper management of the above three factors will result in the attainment of increased turnover, fair share of industry market, appropriate investment behaviour and the desired level of profitability. This will on the long run lead to the development of quoted hotels in Nigeria.

This study covered management accounting reports as applied to the development of quoted hotels. The geographical region of the study is Nigeria. All other quoted hotels outside Nigeria, unquoted hotels within and outside Nigeria, and other subsector of hospitality industry were excluded. The population of the study consists of four hotels listed in Nigerian stock exchange. This study is significant due to the contribution of hotels to the GDP, employment growth and poverty alleviation in Nigeria. The research will assist hotel managers in making informed business decision. The government will benefit from this study as it will help them in the formulation of appropriate policies to provide enabling environment for the sector. Researchers conducting further studies in this direction will also be benefited.

2. Literature review

Hospitality is the essence of tourism. The term hospitality is derived from the Latin word “hopes” which means host, guest, or stranger (Lewis, 2000; Bhatia, 2002). It may also be referred to as “good caring”. Hospital means a guest-chamber, lodging and an inn. Tourist need good caring and a place to lodge which makes the hotel within the hospitality industry the most dynamic sector of contemporary society and plays an increasing role in the globalization process (Fagbile, 2006; Ekechukwu, 2006).

Originally, hospitality involves hosting and providing a guest with accommodation, food and other needs without any profit motive (Page, 2007). It evolved from hosting visiting friends and relatives with the expectation that he/she might reciprocate the kind gesture in

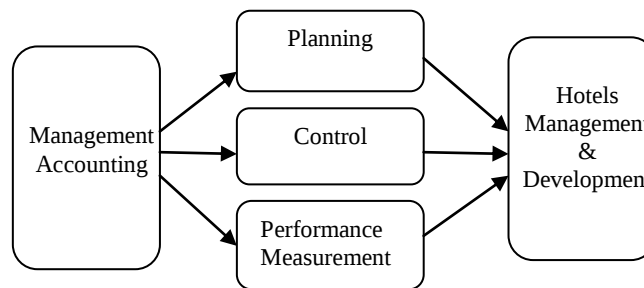
the future (Emengini, 2004). In modern-day society, hospitality has become a commercialized experience. The guest pays for the goods and services they consume via a bill (Page, 2007). This turn of event owed its historical roots to the alehouses of medieval times, followed by the emergence of coaching inns on long-distance journeys and public houses. It was not until the mid-17th century that the idea of a hotel developed in Paris, and continued in 18th century in London. Subsequent hotel growth in Victorian and Edwardian times developed near transport terminals - railway and airports and around commercial districts to cater for business travellers (Page, 2007). This expansion of hotels led to the development of different classes of accommodation to cater for different categories of tourists (Page, 2007; Emengini, 2004).

Nigeria as a country is a tourist centre and comprising of 36 states. Its capital is Abuja and it is located in West Africa. The country shares land borders with the Republic of Benin in the west, Chad and Cameroon in the east, and Niger in the north. Its coast in the south lies on the Gulf of Guinea in the Atlantic Ocean. Nigeria multi-tribal states gather over 500 ethnic groups with different languages thus showing a rich culture. Nigeria is often referred to as the “Giant of Africa”, owing to its large population of approximately 175m inhabitants and robust economy. In 2014, Nigeria's economy became the largest in Africa in terms of GDP, worth more than \$500 billion and \$1 trillion in terms of nominal GDP and purchasing power parity respectively. Nigeria is considered as one of the emerging markets by the World Bank and one of its strength is the development in the hospitality industry. Quoted hotels in Nigeria are those hotels listed in the Nigerian stock exchange and whose shares are traded in the floor of the exchange market. These hotels are very important due their contributions to the economy. In Nigeria there are four quoted hotels namely: (i) Tourist Company of Nigeria Plc - operating as Federal Palace Hotel. (ii) The Ikeja hotels Plc operating as Lagos Sheraton hotel. (iii) Capital hotel Plc and (iv) Transcorp hotels Plc.

According to Adesanya (2009), management accounting focuses primarily on data gathering from internal and external sources, analysis, interpreting and communicating the resulting information to be used within the organization so that management can effectively plan, make decisions and control operations. This is an internal accounting concerned with the provision of both financial and non-financial information to assist managers in appropriate planning, controlling, performance appraisal and decision making (Lucey, 1996; Jones, 2006). According to CIMA official terminology (2009), management accounting is the application of professional knowledge in the preparation and presentation of accounting information to assist management in the formulation of policies so as to aid planning and controlling of the activities of business enterprises.

According to CIMA, management accounting is the practical science of value creation within an organization. It combines accounting, finance and management with leading edge techniques needed to drive successful business (Lucey, 1996). Management accounting entails the analysis of quantitative and qualitative information so as to assist managers in formulation of business strategy, forecast, identification of risk, and proffers business solutions. This accounting information plays an important role in hotel organizational decisions as shown in the figure 1:

Figure 1: Objectives of management accounting

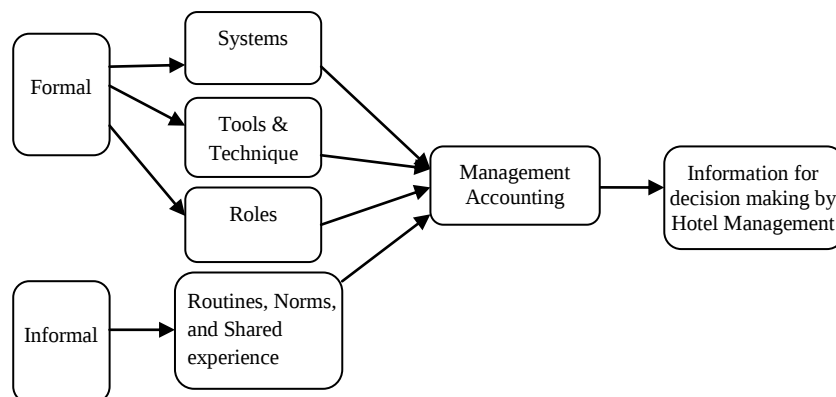


Source: CIMA (2009).

Jones (2006) noted that a decision is simply a choice between alternatives and information provided by the management accountant is valuable in this direction. Hotel Managers make continual short term decisions which include: product / service pricing, contribution analysis, allocation of limiting factors, liquidity planning, and make or buy decision. Long term investment decision involving capital expenditure appraisals for specific projects are also made. This has effect on the size of fixed asset of the organization (Drury, 1996; Adeniji, 2010). Decision making is a comprehensive process that comprises the identification of the problem and decision criteria; allocation of weights to each criteria; development, analysis and selection of the best alternative; implementation of the selected alternative and ending with evaluation of the decision's effectiveness (Yeshmin and Hossan, 2011). CIMA (2009) noted that effective financial and management decision should be based on the principle of objectivity. It should be forward-looking and involves the use of relevant management accounting information.

Management accounting reports are used by hotel managers at all levels to determine where the business needs to cut cost, focus on developing future product or service, increase sales volume and revenue, pricing strategy, make or buy products, product viability, discontinuation of product or department, and determine transfer pricing. The reports from the management accountant also assist managers in monitoring activities such as comparing budgeted result with actual to determine the level of deviation. This is important in management by exception. The management accountant chooses from various information systems and techniques and mobilizes them in such a way that the chosen configuration provides useful information for the decision makers. Management accounting has significant effect both within and outside the establishment, which stretch beyond mere calculative or technical dimensions (Schiller, 2012). The information used by managers in the organization is a mixture of both informal and formal phenomena as shown in figure 2.

Figure 2: Formal and informal components of management accounting in hotel management.



Source: Adapted by CIMA (2009).

Management accounting can best be described as a balance between costs and benefits of accounting information coupled with an awareness of the importance of their behavioural effect (Yeshmin & Hossan, 2011). The hotel management needs to render quality services directed at satisfying the tourists or guests' demands at the lowest cost possible. They also need to plan cash flow to maintain adequate liquidity. Other decisions include strategizing to capture a fair share of industry market, analyze contributions so that only services with high contribution are embarked upon to maximize profit (Briciu & Scorte, 2009). The traditional financial statements only deal with historic events and cannot support the above decision criterion (Johnson & Kaplan, 1999; Garrison, 1991). Management accounting information is therefore the only aspect in the field of accounting that will assist hotels managers to achieve projections due to its futuristic nature. It affords the management a framework for setting reference points upon which performance are measured (Zubac, 2011).

In hotel management, the information provided by the management accountant should be detailed enough to help in the activity evaluation. This will assist in selecting the best from the available alternative options to achieve organizational goals. Through management accounting, targets are set upon which actual activities are compared - management by objectives. The exercise will reveal the level of deviation that triggers off appropriate management action - management by exception (Dopsin & Hayes, 2009). It also involves the continually gauging of the likelihood of achieving organizational goals (Okpanachi & Mohammed, 2013). The management accountant has a key role in connecting the financial and managerial sides of the business system within the hotel (Zubac, 2011). The recent growth experienced by hotels also brought various challenges to the subsector. Managerial accounting is required to provide timely relevant information to efficiently and effectively resolve the tensions. Management accounting report in the hospitality industry is a challenge for managers but is also regarded as market strength and a promoter of success. The development of quoted are measured in terms of client base, investment behaviour and profitability.

Theoretical framework

The underpinning theory linking the association between management accounting and development in the quoted hotels is the institutional theory which states that the design and operations of management accounting system is shaped by the institutional environment of the organization (Brignall & Modell 2000; Collier, 2001). This theory is particularly important because it provides explanations for the pressures confronting organizations (Maggio & Powell, 1983). Institutional theory presents three mechanisms of institutional pressures namely coercive, mimetic and normative isomorphism. Coercive isomorphism occurs when government and other authorities that the establishment depends on mandate that certain practices must be adopted. Mimetic isomorphism describes pressures exerted on organizations as a result of uncertainty where by organizations attempts to model themselves on other organizations in their field which they perceive to be legitimate or successful. Normative isomorphism refers to pressures that occurred when individuals model their behaviour in terms of norms prescribed by society or professional networks they are involved with. Kartalis, Koulakiotis, and Nikos (2011) concluded that management accounting is mostly shaped by the need to legitimize and at the same time innovates to remain competitive in a changing tourism environment. In hotel management, the operations of management accounting may be shaped by the above three isomorphism.

Empirical framework

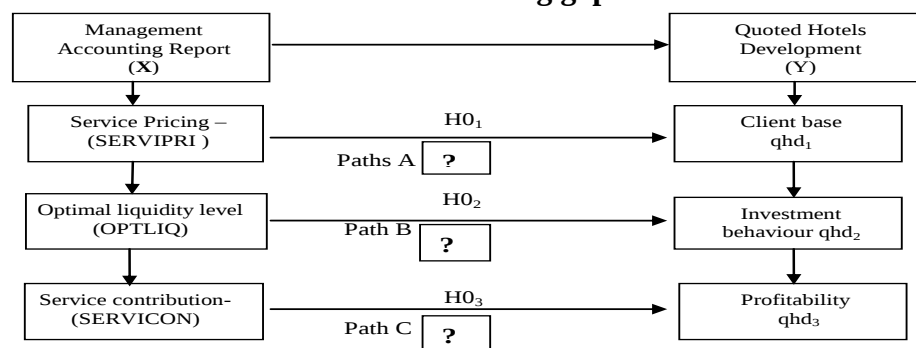
Collier and Gregory (1995) conducted a survey on strategic management accounting in the hotel sector using a case studies of six major UK hotel groups to assess the levels and trends in real costs and prices, volumes, market share, cash flow and the demands on a firm's total resources. The results demonstrated that strategic management accounting is useful both in planning and in ad hoc exercises on the market conditions and competitor analysis. It was concluded that there is a significant relationship between management accounting and the development of hotels. Pavlatos & Paggiou (2009) conducted an empirical survey via questionnaire on the role of accounting function in Greek hospitality industry on a sample of 85 leading hotels in Greece. Findings showed that the adoption rates of management accounting were very satisfactory. It was concluded that management accounting techniques in hospitality industry exert significant influence on the industry development. Dittman, Hesford, and Potter (2009) carried out several studies of hotels in various international locations both financial and nonfinancial on pricing issues. The study findings showed that management accounting has been useful in the past two decades, and also given the complexity of the hospitality business structures, the industry development will be significantly enhanced by managerial accounting.

Georgios & Marios (2008) investigated management accounting applications and practices in Greek hotels. Management accounting makes extensive use of budget and performance measurement techniques to support operational and strategic decisions. The findings indicated that Greek hotels use the techniques and practices but effectiveness depends on hotel size and sales mix structure. Okpanachi and Mohammed (2013) conducted an assessment of the roles of budget target setting on effective performance measurement in Nigerian hotels located in Kaduna state. Findings show that the budget target setting procedure in the hotel industry in Kaduna state is not well articulated, although target setting is an important tool for effective performance evaluation in the hospitality industry.

Therefore management accounting is of utmost importance in the hotel industry development. Kartalis, et al. (2011) conducted a study on the Show Caves Tourist Attraction in Greece and the role of management accounting. The paper was motivated by the lack of management accounting research in the tourism sector in general. Drawing ideas from New Institutional Sociology (NIS), it was concluded that management accounting information has significant influence on business innovation and competitive advantage in tourism environment.

The empirical evidence emanating from review of literature shows that, there is an obvious limited accounting research interest in hospitality industry in Nigeria. This has prevented the conclusive evidence on the relationship between management accounting reports and development of the sector. Specifically, the identified gaps are: (i) determination of appropriate pricing as one of the component of marketing mix to achieve sales and outwit competitors was shallowly discussed, (ii) the extent to which optimal liquidity level influence quoted hotels investment behaviour in Nigeria was not clearly stated. (iii) The effect of service contributions determination on the profitability of quoted hotels in Nigeria was omitted. The above mentioned problems have created gaps in the body of knowledge. Therefore, this study is conducted to bridge these gaps, which will enable the researcher to conclude and make appropriate recommendations. Figure 3 shows the summary of the literature reviewed and the identified research gaps in the previous studies.

Figure 3: Diagrammatic representation of a summary of the literature reviewed and the existing gaps



Source: Researcher's Conceptual Model (2015).

3. Methodology

This study employed a cross-sectional survey design. Four quoted hotels in Nigeria stock exchange operating in Nigeria with 164 management staff was used as the population. The selected participants are within accounting, internal audit and hotel operations with at least three years' experience in their organization in February, 2015. The entire population was studied since it is not large enough to warrant sampling. Regression analysis technique was used to confirm the three propositions with the aid of SPSS IBM version 21. Direct data was collected with the aid of questionnaire structured into three sections. Section A (demographic data), B (Company's information) and C (Inferential factors on management accounting and development of the quoted hotels in Nigeria). The probability is 0.05 that true null hypotheses were rejected. The questionnaire was developed and validated by experts. Instrument's reliability was confirmed through pilot study and computation of

Cronbach's Alpha. The results obtained for the three major constructs were .71, .74, and .87. The analysis was carried out using regression model. The linear relationship is expressed as $QHD = f(MAR)$. The general model specification for this study is:

$$QHD = \beta_0 + \beta_1 (Servipri) + \beta_2 (Optliq) + \beta_3 (Servicon) + \varepsilon \dots\dots\dots (i)$$

Hence, for the purpose of achieving the principal objective, the specific objectives were formed. From the functional relationships, the following linear regression models were specified

$$qhd_1 = \beta_0 + \beta_1 (Servipri) + \varepsilon_1 \dots\dots\dots(ii)$$

$$qhd_2 = \beta_0 + \beta_2 (Optliq) + \varepsilon_2 \dots\dots\dots(iii)$$

$$qhd_3 = \beta_0 + \beta_3 (Servicon) + \varepsilon_3 \dots\dots\dots(iv)$$

Where:

QHD = quoted hotels development, which covers (qhd₁, qhd₂ and qhd₃) and

qhd₁ = client base

qhd₂ = investment behaviour

qhd₃ = profitability

MAR = management accounting reports (moderated by Servipri, Optliq and Servicon).

Servipri=service pricing

Optliq=optimal liquidity level

Servicon= service contribution determination

β_0 = Intercept coefficient

β_1 to β_3 = Standardized regression coefficient for each of the independent variables

ε = Random disturbance terms assumed to be normally distributed with mean

4. Analysis results and Discussion

164 copies of the questionnaire were administered, out of which 112 were correctly filled and returned representing 68.29% response rate. The summary of questionnaire administered and useable copies returned were shown in table 1 in the Appendix. The results of the regression analysis were shown in table 2 to 5 in the Appendix. Table 2a shows that there is statistically significant relationship between service pricing (Servipri) and client base of quoted hotels (qhd₁) in Nigeria as $p = .000$, which is less than 0.05. Hence the null hypothesis that says there is no significant relationship between service pricing and client base of quoted hotels in Nigeria is rejected and the alternative hypothesis not rejected. The R-value of .914 between Servipri and qhd₁ is considered a highly positive relationship and R^2 of the regression of .645 means that effective servicing pricing aided by management accounting has contributed 65% to the client base of quoted hotels in Nigeria.

The second hypothesis tested in table 3a shows that there is a significant relationship between optimal liquidity level (Optliq) and investment behaviour of quoted hotels (qhd₂) in Nigeria as $p = .000$, which is less than 0.05. The null hypothesis that says there is no significant relationship between optimal liquidity level and investment behaviour of quoted hotels in Nigeria is rejected and the alternative hypothesis not rejected. Similarly the result revealed the existence of a highly positive relationship between Optliq and qhd₂ as R-value = .841. R^2 of the regression of .538 means that Optliq is responsible for the variation of 54% in the fixed assets size of quoted hotels in Nigeria. The table 4a shows that there is a

significant relationship between Service contribution determination (Servicon) and the profitability of quoted hotels (qhd₃) in Nigeria as $p = .000$, which is less than 0.05. This means that Servicon has significantly predicted profitability of quoted hotels in Nigeria. The R-value and R^2 of .910 and .637 respectively show that the relationship between Servicon and qhd₃ are not only positive but also that Service contribution determination has contributed 64% to the profitability of quoted hotels in Nigeria.

The multivariate analysis was conducted to test the combined relationships between three moderating variables and the development of quoted hotels in Nigeria. The result in table 5 revealed that there is a significant relationship between management accounting reports (MAR) and development quoted hotels (QHD) in Nigeria as $p = .000$, which is less than 0.05. Based on the evidence, the null hypothesis is rejected and the alternative hypothesis not rejected. The R-value and R^2 of .945 and .615 respectively shows that there is a high positive relationship between the variables and that management accounting reports is responsible for about 62% development experienced by the quoted hotels in Nigeria. The result of this study is in line with the findings of Collier and Gregory (1995); Pavlatos and Paggiou (2009); Dittman, Hesford, and Potter (2009); Georgios and Marios (2008); Kartalis, et al. (2011); Okpanachi and Mohammed (2013).

The result of this study shows that there is a significant relationship between management accounting reports and quoted hotels development in Nigeria. This result is in agreement with the results reported in the following studies: Collier and Gregory (1995) who opined that management accounting is useful both in planning and in an adhoc exercises on the market conditions and competitor analysis of UK hotels, Georgios & Marios (2008) who opined that Greek hotels use management techniques and practices but effectiveness depends on hotel size and sales mix structure, Pavlatos & Paggiou (2009) who concluded that management accounting techniques in hospitality industry exert significant influence on the industry development, Dittman, et al. (2009) who concluded that (i) management accounting has restructured hospitality industry and (ii) that hotel management has been significantly enhanced by managerial accounting and Kartalis, et al. (2011) who established that management accounting information has significant influence on business innovation and gives competitive advantage in tourism environment. Lastly, the finding of the current research is in line with the report of Okpanachi and Mohammed (2013) who concluded that management accounting is an effective tool for performance evaluation which is of utmost importance in the hotel industry development. However, the result noted that budget target setting procedure in the hotel industry in Kaduna state is not well articulated, hence ineffective.

5. Summary of findings and Concluding remarks

The aim of this research is to assess the effect of management accounting reports on the development of the quoted hotels in Nigeria. Based on the analysis in the above section, the study reveals the following findings: (i) quoted hotels in Nigeria have proper cost accounting section with qualified management accountants as the head of unit (ii) there are four quoted hotels in Nigeria - Tourist Company of Nigeria Plc - operating as Federal Palace Hotel; The Ikeja hotels Plc operating as Lagos Sheraton Hotel; Capital Hotel Plc; and Transcorp Hotels Plc (iii) that management accounting reports has assisted the hotel

managers in service pricing methods, maintenance of optimal liquidity level and determination of service viability through contribution analysis. The three independent moderating variable has increase customers base, investment leading growth and profitability (iv) that management accounting reports has predicted the development in quoted hotels in Nigeria (v) management accounting practice has given the four quoted hotels a competitive advantage over other hotels in Nigeria (vi) some of the advantages of management accounting reports to hotels include timely report, quality decision-making; management, identification and reduction of risk and uncertainty level when faced with new service line; management actions are based on exception. From the summary of findings, the following conclusions were drawn (i) Management accounting report has resulted in the effective provision of service to guest at a competitive price, management's policies to outwit competitors, proper planning and control of business activities and appropriate investment. All these have led to higher sale volume, a good share of industry market, increase in investment pattern, profitability and a sustainable development in the in quoted hotels in Nigeria.

6. Contribution to the body of knowledge

In this study the contribution to knowledge is in accordance with the gaps identified in the literature reviewed as follows (i) the effect of service contributions determination on the development of quoted hotels in Nigeria was omitted. This study reported that services contribution determination is not only related with development of quoted hotels in Nigeria but that their relationship is highly significant (ii) the extent to which optimal liquidity level influence quoted hotels investment behaviour in Nigeria was not clearly stated. The findings of this study showed that 54% of the investment experienced in the quoted hotels was traced to optimal liquidity planning and (iii) determination of appropriate pricing as one of the component of marketing mix use for achieving the desired sales target and outwit competitors was shallowly discussed. This study reported that management accounting is the only appropriate technique for effective pricing of the service render in the hotels. Finally, this study concluded that management accounting has significantly predicted the proper service pricing, appropriate investment behaviour and profitability leading to development of quoted hotels in Nigeria.

7. Suggestions for further research

This study covers management accounting and the development of quoted hotels in Nigeria. The 142 unquoted hotels in Nigeria listed in the Nigeria Hotel Guide, which accounts for about 97% (NHG, 2015) were excluded from the study. Future researchers should expand the scope of their studies by incorporating other hotels as well as other areas of hospitality industry not covered to have a global view of the effect of management accounting reports on the hospitality industry in Nigeria.

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APPENDIX 1

Table 1: Summary of Copies of Questionnaire Distributed and Returned

Staff category	No. Distributed	%	Valid No. Returned	%	No. Not Returned	%
MD/GM	50	30.5%	31	18.9%	19	11.6%
Management accountants	15	9.1%	10	6.1%	5	3.0%
Financial Accountants	40	24.4	21	12.8%	19	11.6%
Hotel managers	46	28.0%	41	25.0%	5	3.0%
Internal Auditors	13	7.9%	9	5.5%	4	2.4%
Total	164	100%	112	68.3%	52	31.7%

164 copies of the questionnaire administered, 112 valid copies returned and 52 copies not returned or returned invalid
Source: Researchers initiative (2015)

TEST OF STATISTICAL HYPOTHESIS

HYPOTHESIS 1

H0: There is no significant relationship between services pricing and development of the quoted hotels in Nigeria.

**Table 2a
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.914	.648	.645	.559	.000

a Predictors: (Constant), SERVIPRI

**Table 2b
ANOVA^a**

Mode	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	423.503	1	423.503	1357.381	.000 ^(b)
Residual	83.045	111	.312		
Total	506.548	112			

a Predictors: (Constant), SERVIPRI

b Dependent Variable: Client base

**Table 2c
Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.179	.108		1.654	.000
SP	1.013	.028	.914	36.831	.000

a Dependent Variable: Client base

HYPOTHESIS 2

H0: There is no significant relationship between optimal liquidity level and development of the quoted hotels in Lagos state.

Table 3a
Model Summary

	R	R square	Adjusted Square	R	Std. Error of the Estimate	Sig.
1	.841(a)	.538	.535		.373	.000

a Predictors: (Constant), OPILIQ

Table 3b
ANOVA^a

Mode		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	587.538	1	587.538	4222.777	.000 ^(b)
	Residual	37.010	111	.139		
	Total	624.548	112			

a Predictors: (Constant), OPILIQ;

b Dependent Variable: Investment behaviour

Table 3c
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.068	.059		-1.147	.252
	OLL	.990	.015	.841	64.983	.000

a Dependent Variable: Investment behaviour

HYPOTHESIS 3

H0: There is no significant relationship between service contribution determination and development of the quoted hotels in Nigeria.

Table 4a
Model Summary

	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Sig.
1	.910(a)	.637	.635		.359	.000

a Predictors: (Constant), SERVICON

Table 4b
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	472.483	1	157.494	3662.659	.000 ^(b)
	Residual	34.065	111	.129		
	Total	506.548	112			

a Predictors: (Constant), SERVICON;

b Dependent Variable: Profitability

Table 4c
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.178	.086		-1.455	.000
	Profitability	.818	.044	.910	59.590	.000

a Dependent Variable: Profitability

HYPOTHESIS 4

H0: There is no significant relationship between management accounting reports and development of the quoted hotels in Nigeria.

Table 5
Model Summary (Simple multivariate Analysis)

	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Sig.
1	.945(a)	.615	.613		.321	.000

a. Predictors: (Constant), SERVIPRI

b. Predictors: (Constant), OPTLIQ

c. Predictors: (Constant), SERVICON