



Full length article

## Effects of Strategic Management Accounting Practices on the Performance of Manufacturing Firms Listed in Nigeria

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### ABSTRACT

Strategic management accounting practices, specifically cost accounting information, customer accounting information and competitor accounting information, is essential to improve the performance of manufacturing firms. Managers must consistently apply these practices to improve quality, productivity and strengthen customer relationships. However, many organizations do not have awareness of the importance of these accounting practices in decision-making. Therefore, this study investigates the impact of strategic management accounting practices specifically cost accounting information, customer accounting information and competitor accounting information on the performance of listed manufacturing firms in Lagos State, Nigeria. The study employed cross-sectional research design. The population of the study comprises 1,247 management staff. Data was collected from simply randomly selected 297 management staff of the selected manufacturing firms. The data were analyzed using descriptive statistics and Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reported that cost accounting information ( $\beta = 0.870$ ,  $p = 0.05$ ), customer accounting information ( $\beta = 0.015$ ,  $p = 0.000$ ) and competitor accounting information ( $\beta = 0.035$ ,  $p = 0.003$ ) have significant positive effects on organizational performance. The study concludes that strategic management accounting practices play a significant role in enhancing organizational performance. Based on this, the study recommends that organizations are encouraged to adopt modern Enterprise Resource Planning (ERP) systems and decision support tools that enable real-time cost tracking and analysis. Also, organizations are encouraged to establish cross-functional committees dedicated to analyzing customer data and developing strategies that foster effective collaboration among finance, marketing, and customer service teams in order to ensure comprehensive utilization of customer accounting information. Finally, organizations should adopt management information systems that support the systematic collection and analysis of competitor data to monitor competitors' annual reports.

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## 1. INTRODUCTION

In the rapidly evolving business landscape, increasing competition is being driven by volatile market prices. Strategic management accounting practices such as cost accounting information, customer accounting information, and competitor accounting information plays a critical role in driving organizational performance. Managers use these tools to boost quality, productivity, innovation, and customer relationships while reducing costs and accelerating product launches. Long-term success also depends on understanding competitors and adapting to global changes. Effective use of strategic management accounting practices relies on the organization's ability to transform resources efficiently, with both managers and employees needing strong cognitive competencies to interpret and apply this information effectively.

Building on this issue, many managers, particularly in the manufacturing industry, are likely to be unaware of the key strategic information relating to their customer profiles, product profiles, recruitment processes, sales strategies, competitors' pricing strategies, and the overall market environment information that could support their decision-making. As a result, they often fail to recognize the importance of implementing an effective accounting information system capable of generating relevant strategic management accounting practices to address various challenges in a dynamic market environment where financial inclusion and dividend policy decision is often common (Babatunde et al., 2026; Chidaushe et al., 2026). The extent to which strategic management accounting practice is observed among manufacturing firms warrants further empirical investigations.

Strategic cost accounting information is one of the determinants of organizational performance. Managers within an organization often lack up-to-date cost records for strategic decision-making, which may negatively impact the organization's performance. As a result, organizations may not recognize the importance of implementing an effective accounting system that generates relevant cost accounting information to assist managers in addressing various challenges in a competitive environment. The extent to which the organizations recognize the importance of cost accounting information on organizational performance seems to be overlooked and much less seeing the need to generate cost accounting information using strategic management practice.

Many organizations fail to recognize that customers were the primary reason for their existence. Customers not only drive revenue and profit but also play a crucial role in job creation and retention within the organization. Despite this reality, existing literature reports that the use of customer accounting information remains underexplored particularly among manufacturing firms in Nigeria. To address this issue, it is essential to gain a deeper understanding of how customer accounting information is utilized to support organizational growth and development.

Often, assessing the performance of competitors in both domestic and international markets requires access to competitors' accounting information. This information can be obtained through various performance measurement frameworks and techniques, such as analyzing competitors' cost per product, market share, sales strategies, marketing return on sales, corporate culture, corporate social responsibility, and other key performance indicators. Despite its importance, awareness of competitor accounting information remains low in practice, as reflected in the consistently poor performance of many firms when compared to multinational

corporations. Against this background, the study seeks to investigate the impact of strategic management accounting practices on the performance of listed manufacturing firms in Nigeria.

Drawing from the above established research problems, the study attempt to provide answers to the following research questions:

- i. How does cost accounting information impact the operational performance of listed manufacturing firms in Nigeria?
- ii. To what extent does customer accounting information influence the operational performance of listed manufacturing firms in Nigeria?
- iii. In what ways does competitor accounting information affect the operational performance of listed manufacturing firms in Nigeria?

## **2. LITERATURE REVIEW**

SMA has been described from various perspectives, all emphasizing its role in supporting managerial functions. According to the Institute of Strategic Management of Nigeria (ISMN, 2012), Strategic management accounting (SMA) is the identification, measurement, analysis, and communication of financial information to support management in planning, assessing, and controlling organizational activities, while also promoting accountability. Similarly, CIMA (2005) defines SMA as management accounting that incorporates external factors, non-financial data, and internal metrics. Fredrick (2019) defined cost accounting information is a subset of management accounting that focuses on capturing and analyzing all costs incurred in the production and delivery of products or services. It supports planning, controlling, and decision-making processes by providing detailed insights into cost behavior, efficiency, and profitability. Cost accounting information provides detailed insight into how much it costs a company to produce goods or services, helping managers plan operations, set prices, and manage efficiency (Wong, 2019). Bromwich and Bhumani (2017) conceptualized customer accounting information as the collection, analysis, and reporting of financial and non-financial data related to customers, with the goal of supporting strategic decision-making, customer profitability analysis, and long-term value creation. Similarly, Vladimirov (2020) also defined customer accounting is the use of accounting techniques to measure, evaluate, and manage the financial contributions of individual customers or customer segments to a firm's overall performance.

Heinen and Hoffjan (2023) described competitor accounting Information as the financial and non-financial data gathered and analyzed about rival firms to assess their performance, strategies, and market position. It supports strategic decision-making by giving insights into how competitors operate, how efficient they are, and how the company compares to them. Competitor accounting information helps organizations understand how their rivals perform financially and operationally, enabling better strategic decisions and enhanced competitive advantage (Fong & Wong, 2019). Kast, Fremont, James, and Erwin (2019) define organizational performance as the evaluation of how well an organization attains its goals and objectives in an effective and efficient manner. It evaluates the outcomes of organizational activities in terms of productivity, profitability, customer satisfaction, innovation, and overall value creation. Organizational performance is a comprehensive assessment of how well an organization is doing in achieving its strategic, operational, and financial goals.

The impact of strategic management accounting (SMA) practices on the performance of listed manufacturing firms have been empirically investigated in Nigeria as well as in both developed and developing countries. For example, Cinquini and Tenucci (2016), Oyewo and Ajibolade (2019) used logit regression analysis to examine

the influence of SMA practices on the operational performance of SMEs in Berlin. Their results indicated that quality management practices had a significant positive effect on business performance. However, the use of logit regression may oversimplify complex performance outcomes. Business performance is multi-dimensional and may not be easily reduced to a binary outcome without losing nuanced information. Similarly, Hamzah, Yuserri, and Noor (2019) investigate the impact of customer accounting information on the performance of companies listed on the Amman Stock Exchange in Jordan. The study employed questionnaires and interviews as source of data collection and analyze using ordinary least regression analysis. The findings revealed that customer accounting information has positive and significant impact on the performance of listed companies. However, the economic, regulatory, and market dynamics of Jordan may not reflect those of other regions. Thus, the positive relationship found may not be generalizable to companies in other countries or stock exchanges. Malmi (2019) examined the impact of customer accounting information on the operational performance of listed service firms in Turkey. The findings reported a negative insignificant impact of customer accounting information on the operational performance of listed service in Turkey. However, in emerging markets like Turkey, firms may lack the infrastructure, training, or data quality to implement CAI effectively. Hence, the tools may exist in name but not in strategic execution. Cadez (2018) examined the effect of customer accounting information in terms of customer profitability analysis, customer lifetime value, and customer asset management on firm performance. The findings reported that customer profitability analysis, customer lifetime value, and customer asset management have positive and significance effect on firm performance. Similarly, Goddard (2018) revealed that European SMEs operating in more complex environments tend to apply SMA techniques more extensively, leading to improved financial performance. Lin Huyun (2020) assessed the influence of Strategic Management Accounting (SMA) practices on the operational performance of listed manufacturing firms in Vietnam. The findings revealed that SMA practice has positive and significant impact operational performance of firms in Vietnam. However, the study was limited by its reliance on SMEs, which may restrict the broader applicability of its findings.

Using systematic literature review, Lind and Strömsten (2018) investigate the impact of cost accounting information on organizational performance. Study reported that the manner in which a company manages its cost accounting information is influenced by both technical and organizational factors such as short-term costs and revenues, long-term financial outcomes, and indirect financial effects. Nojoud, Alsefri, Hesham, and Mugharbil (2021) investigate the impact of total quality management (TQM) practices on organizational excellence and performance in Saudi Arabia. The study employed a quantitative data collection method and used correlation analysis. The findings revealed a positive relationship between TQM practices and organizational performance among the listed manufacturing firms in Saudi Arabia. Manuel (2021) carried out a systematic literature review to explore the factors influencing the adoption of strategic management accounting practices among listed manufacturing companies in Ghana. The findings show that competitor accounting, strategic pricing, benchmarking, and customer accounting have significant positive associations with SMA practices among the listed firms in Ghana. However, a major limitation of the study was the inconsistency in sample sizes, firm sizes, and measurement scales for the extent of adoption across the various studies reviewed. Jonathan (2021) used ordinary least squares regression to assess how competitor accounting information affects the performance of manufacturing firms in West Germany. Data was gathered through questionnaires and interviews; the study reported a negative insignificant relationship between the two variables. Similarly, the findings of Abdullahi and Mustapha (2023) were consistent with those of Jonathan (2021).

Maik, Thorsten, and Rouven (2022) examined the impact of strategic management accounting (SMA) practices in German hospitals under competitive market conditions. The study found that the use of SMA techniques varies based on hospital structure. However, SMA practices were not widely adopted, and the study was limited by a narrow range of contextual variables and performance measures. Simon and Chris (2022) assessed the effect of SMA practices on organizational performance in Australia. Using a holistic configuration and inductive approach on a sample of 109 manufacturing firms, the study found a significant positive impact of SMA on performance. However, as noted by Tomson (2023), the study's limitation lies in its inability to fully capture the complexity of SMA practices through the variables used.

Using contingency model, Sidra, Rizwan, and Maryam (2018) investigate the effect of internal and external factors on the adoption of SMA among the listed Firms in Pakistan. The findings identified organizational structure, environmental uncertainty, and advanced production technology as key factors affecting the adoption of SMA practices among the listed companies in Pakistan. Similarly, Shahzadi (2018) carried out a survey-based study in Pakistan to identify the key factors influencing management accounting practices. The study found that organizational structure, environmental uncertainty, advanced production technology, just-in-time strategies, and integrated quality management were the primary determinants of management accounting practices among listed firms in Pakistan. Hoang (2023) found that customer accounting information especially customer profitability analysis (CPA) and customer asset valuation (VCA) positively impacts the operational performance of Vietnamese firms, with CPA having the strongest effect; enterprise age and size also contribute positively, though life cycle profitability analysis (LCPA) was not examined. Similarly, Aletaiby, Kulatunga, and Pathirage (2017) showed that quality management improves financial performance, highlighting the role of customer value. Gezew and Megersa (2018) confirmed a significant positive relationship between Total Quality Management (TQM) practices and performance in the National Cement Share Company using a mixed-method approach. Oyewobi (2018) found that changes in information technology and the dynamic African business environment have led hospitality firms in Ghana to adopt proactive strategic management accounting practices. Hui (2018) reported that competitor accounting significantly affects organizational performance in Japan, based on data analyzed through structural equation modeling. The findings of Abdullahi (2024) were consistent with those of Hui (2018).

Cemal and Dilek (2019) found that SMA positively affects organizational and market performance in Istanbul, influenced by environmental conditions and firm innovativeness, though their study was geographically limited. Alsoboa (2019) observed limited use of competitor accounting techniques among private firms in Jordan. Achimugu and Ocheni (2020) found that environmental management accounting (EMA) is largely absent in profit-driven private firms, reducing SMA effectiveness. Achchi and Thirunavukarsu (2021), through a global review, highlighted wide variations in SMA adoption, with advanced practices more common in developed countries. They identified multiple influencing factors, including firm size, national culture, technology, competition, and organizational characteristics. Ahmad and Leftesi (2014) found that competitor accounting information significantly enhances organizational performance. Abusaada and Elshater (2022) reported that a comprehensive profitability model incorporating cost, assets, and revenue techniques better predicts profitability in Egyptian SMEs. Yusril (2022) confirmed that the use of customer accounting information, including customer profitability and asset valuation, positively influences organizational performance, though different aspects affect various performance dimensions. Usman, Abba, Muhammed, and Abdulazeez (2023) reported insignificant effect of customer accounting information on the operational efficiency of Nigerian firms,

acknowledging study limitations and suggesting further research. Meanwhile, Hong and Oanh (2023) showed that customer accounting information significantly moderates the relationship between SMA practices and organizational performance in Vietnamese enterprises. Bakhit (2023) identified that strategic management practices such as leadership, customer focus, employee relations, and supplier quality positively affect SME performance in Jordan. Similarly, Phaprukbaramee (2023) found that competitor accounting information significantly improves performance in Thailand's hotel and restaurant SMEs.

Research in Nigeria by Augustine Uchechukwu and Chinedu (2017) revealed that SMA techniques significantly impact manufacturing firm performance. Daniel (2017) confirmed that strategic cost accounting positively influences SMA adoption among Nigerian SMEs. Salawu (2018) noted that 60% of Nigerian manufacturing firms adopted activity-based costing due to product diversity, competition, and overhead costs. Chukwuka and Eboh (2018) reported a positive effect of green business practices on the productivity of Nigerian manufacturing firms. Adams (2018) found that management accounting practices enhance public sector performance in Nigeria. However, Yahaya (2019) observed no significant influence of SMA practices on the operational performance of Nigerian SMEs, while Odia (2019) reported a significant negative impact of SMA usage on Nigerian financial institutions' performance. Conversely, Cheng (2019) demonstrated that strategic cost accounting positively affects operational performance in Nigerian SMEs. Using structured questionnaires and partial least squares regression analysis, Wirawan, Radianto, Tatang, and Gumanti (2019) examined the moderating role of customer accounting information in the relationship between strategic management accounting (SMA) practices and organizational performance in Nigeria. Their findings revealed that customer accounting information significantly moderates this relationship.

Michael (2019) found a negative and insignificant relationship between SMA practices and financial performance in indigenous manufacturing firms. In contrast, Charles, Augustine, and Chinedu (2020) revealed that SMA techniques enhance corporate governance by managing social and environmental costs. Ahmed and Umar (2021) found a significant positive link between competitor accounting and SME performance. Jafar, Abdullah, and Muhammad (2021) identified cost accounting information as the main factor driving SMA adoption in Nigeria. However, Ojua (2022) reported no significant relationship between SMA techniques and firm performance, highlighting mixed evidence in the Nigerian context. The findings of James, Grace, and Patrick (2020) were in alignment with those of Ahmed and Umar (2021). Shikha, Goyal, Geeta, and Rani (2021) found a significant positive relationship between Environmental Management Accounting Systems (EMAS) and organizational performance in manufacturing firms. Ngozi, Emmanuel, and Uwaoma (2021) reported that activity-based and absorption costing positively influenced earnings per share, while target costing had a negative but insignificant effect. Lun (2021) confirmed, through a literature review, that green management practices positively impact firm performance.

Dweikat and Mohmoud (2021) found that SMA techniques like benchmarking, value chain costing, and balanced scorecards significantly enhance the quality of financial information in terms of relevance, understandability, and comparability. Shishini (2022) found that environmental uncertainty and company size positively influence SMA practices in Lagos State's hospitality sector, though the cross-sectional design limits long-term insights. Onalapo and Odetayo (2022) reported that AIS significantly enhances organizational effectiveness in Nigerian construction firms. Rania, Mohammad, and Salah (2022) showed that customer accounting information positively impacts corporate performance. Aboagye-Otchere et al. (2023) found a positive link between AIS

quality and accountants' involvement in system design in Ghana, mediated by autonomous motivation, though perceived information usefulness was not significant, challenging the Technology Acceptance Model. Ngoc, Tran, Thanh, and Thuy (2025) revealed that high-quality AIS and non-financial information improve decision-making success (DMS) and non-financial performance (NFP) in Vietnam, with DMS mediating this relationship; however, findings may not generalize beyond the Vietnamese context.

This study is grounded in contingency theory and resource-based theory (RBT). Contingency Theory suggests that there is no one-size-fits-all approach to strategic management accounting (SMA); instead, the suitability of SMA practices depends on an organization's specific operational context. Effectiveness is achieved when firms align their SMA techniques such as customer accounting, competitor accounting, and strategic cost information with their unique circumstances. Echoing Eddy (2021), support the assumption of this theory, which view that the adoption of particular practices should be context-driven, not universal. Meanwhile, Resource-Based Theory emphasizes that a firm's ability to gain and sustain competitive advantage lies in effectively utilizing its internal, distinctive, and hard-to-imitate resources. Thus, internal factors like customer, competitor, and strategic cost accounting information are seen as more critical than external conditions such as (inflation or pricing strategies). This internal focus differentiates the study from others studies such as Galbreath and Galvin (2018). Barney (2019) further supports this assumption, arguing that long-term competitive advantage can only be achieved through leveraging unique capabilities and resources. Together, these theories justify the study's emphasis on management accounting practices as strategic tools for performance enhancement.

### 3. METHODOLOGY

This study employed a cross-sectional research design to examine the impact of strategic management accounting practices specifically strategic cost accounting, customer accounting, and competitor accounting on the performance of listed manufacturing companies in Nigeria. The design is appropriate for gathering data from multiple respondents at a single point in time (Churchill, 2019). The study focused on all 43 manufacturing firms in the Textile, Apparel, and Footwear sector listed on the Nigerian Exchange Group as of December 31, 2024. Lagos State was chosen due to its high concentration of industrial activities and listed firms. Data were collected via questionnaires to facilitate wide participation and support in-depth statistical analysis. The sampling frame included 1,247 senior management staff, such as chief controllers, chief accountants, CFOs, heads of HR, and heads of operations based on details from the companies' annual reports. Using Krejcie and Morgan's (1970) formula, a sample size of 297 was determined. A proportionate stratified random sampling method was used to ensure representation across departments: 10 questionnaires were distributed to chief controllers, while the remaining 287 were proportionally distributed among chief accountants, CFOs, HR heads, and operations/production heads. These details is as follows;

Table 1: Sample of the study

S/N	MD/ Department	MD	GM	PM	SM	Total	No. of Compan y	Grand Total	Proportion of questionnaires to be randomly distributed
1.	Chief controller	1				1	43	43	$\frac{43}{1,247} \times 297 = 10$
2	Chief Accountant		1	2	4	7	43	301	$\frac{301}{1,247} \times 297 = 72$

<b>3</b>	Chief Financial Officers		1	2	4	7	43	<b>301</b>	$\frac{301}{1,247} \times 297 = 72$
<b>4</b>	Human Resource Manager		1	2	4	7	43	<b>301</b>	$\frac{301}{1,247} \times 297 = 72$
<b>5</b>	Operation/Production manager		1	2	4	7	43	<b>301</b>	$\frac{301}{1,247} \times 297 = 72$
								<b>1,247</b>	<b>297</b>

Source: Authors Compilation (2025)

**KEYS:** MD: Managing Director; GM: General Manager; PM: Production Manager; SM: Store Manager

This study utilized primary data gathered through a structured questionnaire, which was divided into two parts. The first section collected demographic information (age, gender, education) using ordinal and nominal scales, while the second focused on key variables related to strategic management accounting practices and organizational effectiveness among listed manufacturing firms in Nigeria. Responses were measured on a five-point Likert scale. The target respondents were senior management staff, including controllers, chief accountants, CFOs, HR managers, and operations/production managers. Questionnaires were distributed to these individuals, and their contact information was collected to facilitate follow-up. Over 70% of the questionnaires were successfully returned. Data analysis involved descriptive statistics and structural equation modeling (SEM) to test the research hypotheses and evaluate the relationships between independent and dependent variables.

#### 4. RESULTS

This section presents and analyzes the data collected during the study, divided into two parts. The first part covers the frequency distribution and demographic characteristics of the respondents, while the second part focuses on the analysis of variables related to the impact of strategic management accounting practices on the performance of listed manufacturing firms in Nigeria. Table 2 summarizes respondent characteristics, including gender, age, academic and professional qualifications, and discipline. The results show that 189 respondents (73.2%) were male, and 108 (26.7%) were female, indicating a fairly balanced gender representation. In terms of age, the majority (156 respondents or 52.52%) were between 26–35 years, followed by 84 respondents (28.28%) aged 36–45, 36 respondents (12.12%) under 25 years, and 21 respondents (7.07%) aged 46 and above. This distribution suggests that a large portion of the responses came from the active labor force. Regarding educational qualifications, 127 respondents (42.76%) were graduates of universities or polytechnics, indicating that most participants were literate and capable of understanding the research instrument. The disciplinary background of respondents shows that 35.69% had studied management sciences, 31.3% social sciences, 19.19% pure and applied sciences, 11.11% humanities, and 4.37% engineering. This suggests that strategic management accounting practices may be effectively understood and applied, particularly since many respondents have management-related academic backgrounds. In terms of professional qualifications, 49.15% of respondents held ANAN certification, over 27% had ICAN, 14.47% had CIMA, and more than 4% held CFA, and 4.71% had other professional qualifications. This reflects a strong professional base among the respondents, supporting the credibility of their input in the study.

Table 2: Descriptive Statistics of the Respondents Profile

Description	Characteristics	Frequency	Percentage
<b>Gender of Respondents</b>	Male	189	63.63
	Female	108	36.36
	<b>Total</b>	<b>297</b>	<b>100</b>
<b>Age of Respondents</b>	Less than 25 years	36	12.12
	26-35 years	156	52.52
	36-45 years	84	28.28
	46 years and above	21	7.07
	<b>Total</b>	<b>297</b>	<b>100</b>
<b>Professional Qualification</b>	ICAN	81	27.27
	ANAN	146	49.15
	CIMA	43	14.47
	CFA	13	4.37
	OTHERS	14	4.71
	<b>Total</b>	<b>297</b>	<b>100</b>
<b>Disciplines</b>	Management Science	106	35.69
	Social Sciences	88	29.62
	Pure and Applied Sciences	57	19.19
	Humanities	33	11.11
	Engineering	13	4.37
	<b>Total</b>	<b>297</b>	<b>100</b>
<b>Academic Qualification</b>	Primary School Certificate	17	5.7
	WAEC?GCE?NECO	47	15.82
	NCE/ND/A LEVELS	95	31.98
	B.Sc. or its Equivalent	127	42.76
	Others	11	3.70
	<b>Total</b>	<b>297</b>	<b>100</b>

Source: Author’s Computation, 2026

**Table 3** provides a summary of the response rates concerning the influence of strategic management accounting practices on firm performance. The results indicate that all the examined variables have mean scores above 3.00, reflecting a strong consensus among respondents regarding their importance. In particular, strategic cost accounting information achieved a mean score of 4.104, suggesting that over half of the respondents firmly believe it plays a significant role in enhancing the performance of listed manufacturing firms. Likewise, competitor accounting information recorded a mean of 4.372, demonstrating broad agreement on its considerable positive effect on the performance of publicly listed firms in Nigeria. Customer accounting information received the highest mean score of 4.422, highlighting a strong positive association between strategic management accounting practices and the performance of manufacturing firms in the country.

Table 3: Summary Statistics of the Study Variables

Variables	N	Mean	Standard Deviation
strategic cost accounting information	297	4.104	.31685
Competitor accounting information	297	4.372	.35498
Customer accounting information	297	4.422	.26717

Source: Author`s Computation, 2026.

All constructs exhibit strong reliability (Cronbach’s Alpha > 0.90). CR and AVE values meet standard thresholds, indicating good construct validity. This measurement model provides a solid foundation for further structural modeling or regression analysis to examine relationships between strategic management accounting practice and organizational performance.

Table 4:Result of Measurement Model

Construct	Items	Loading	Cronbach's Alpha	CR	AVE
Organizational Performance	OP <sub>1</sub>	0.903	0.919	0.809	0.819
	OP <sub>2</sub>	0.738			
Cost Accounting Information	CAI <sub>1</sub>	0.853	0.945	0.808	0.754
	CAI <sub>2</sub>	0.775			
	CAI <sub>3</sub>	0.884			
	CAI <sub>4</sub>	0.946			
Customer Accounting Information	CUA <sub>1</sub>	0.748	0.907	0.845	0.727
	CUA <sub>2</sub>	0.535			
	CUA <sub>3</sub>	0.896			
	CUA <sub>4</sub>	0.801			
Competitor Accounting Information	COA <sub>1</sub>	0.719	0.902	0.813	0.725
	COA <sub>2</sub>	0.628			
	COA <sub>3</sub>	0.735			
	COA <sub>4</sub>	0.657			

Source: Author`s Computation, (2026).

Note: CR= Composite Reliability; AVE= Average Variance Extracted.

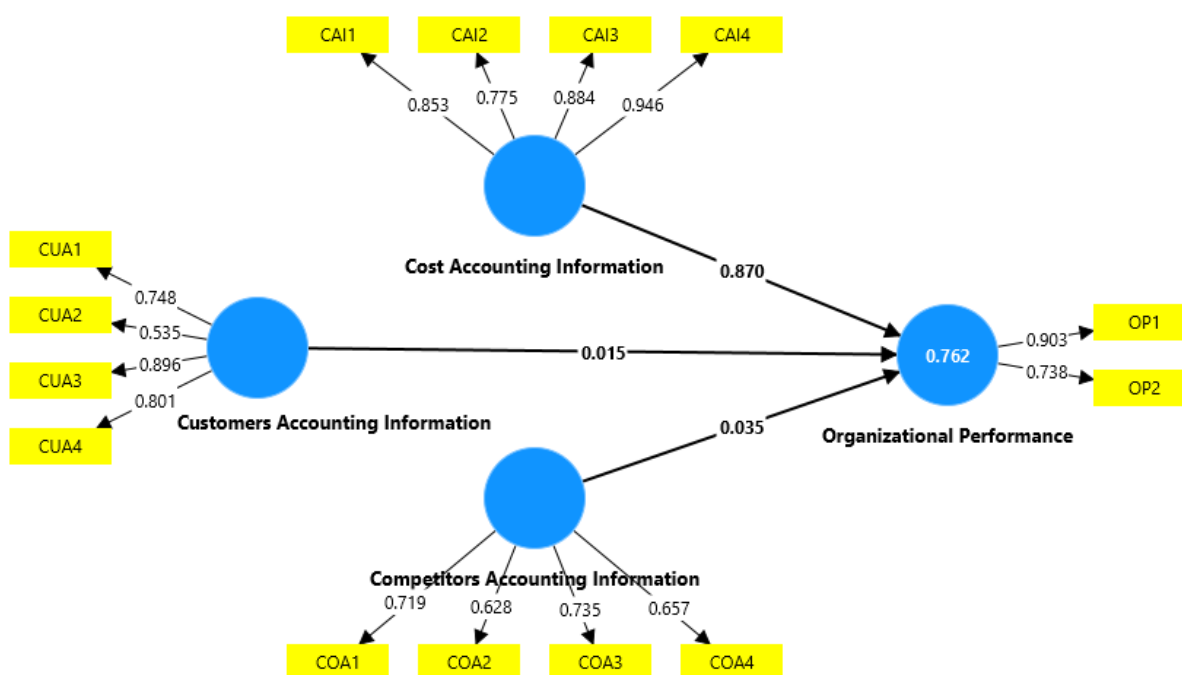


Figure 1. Structural Models of the Interaction Study Variables

Source: Author’s Computation, 2026.

Table 4 examines the relationship between cost accounting information, customer accounting information, competitor accounting information, and organizational performance. The model reports key statistical indicators including path coefficients ( $\beta$ ), standard errors, t-values, p-values, and the  $R^2$  value, offering a comprehensive basis for assessing the strength and significance of these relationships.

Table 4: Regression Coefficients

Hypotheses	Relationship	Beta	Std.Error	T-Value	P-Value	R <sup>2</sup>	Decision
H <sub>1</sub>	CAI -> OP	0.870	0.052	2.035	0.002	0.762	Supported
H <sub>2</sub>	CUA-> OP	0.015	0.031	3.430	0.000		Supported
H <sub>3</sub>	COA-> OP	0.035	0.047	2.100	0.003		Supported

Source: Author’s Computation (2026).

Note that:  $p < 0.05^*$ ,  $p < 0.01^{**}$ , an Acceptance criterion t-value is 1.96.

The  $R^2$  value for organizational performance is 0.762, indicating that the model explains 76.2% of the variance in organizational performance. This suggests a strong model fit, with strategic management accounting practices accounting for a significant portion of the variability. The path coefficient ( $\beta$ ) for customer accounting information (CAI) in relation to organizational performance (OP) is 0.870, with a t-value of 2.035 and a p-value of 0.002. This indicates a statistically significant relationship, as the t-value exceeds the critical threshold of 1.96 and the p-value is below 0.05. This suggests that a one-unit increase in CAI results in a 0.870-unit improvement in organizational performance. Additionally, another coefficient for CAI is reported at 0.015, with a t-value of 3.430 and a p-value of 0.000, further confirming a statistically significant positive effect. This means that each unit increase in CAI contributes to a 0.015-unit rise in organizational performance. Moreover, the path coefficient

for competitor accounting information is 0.035, with a t-value of 2.100 and a p-value of 0.003, indicating a significant positive relationship ( $p < 0.05$ ). This implies that a unit increase in competitor accounting information leads to a 0.035-unit enhancement in organizational performance. Overall, the high beta values underscore strategic management accounting practices as the most impactful factor influencing organizational performance in the model. Therefore, the effective integration of cost, customer, and competitor accounting strategies is essential for boosting the operational efficiency of manufacturing firms in Nigeria.

### **Discussion of findings**

The section presents the discussion of key findings in relation to the study's research objectives. The discussion follows the sequence of the research questions addressed in the study. The first research question explores the effect of cost accounting information (CAI) on organizational performance. The results indicate that strategic cost accounting information significantly and positively affects performance ( $\beta = 0.870$ ,  $t = 2.035$ ,  $p < 0.05$ ). The t-value exceeds the critical threshold of 1.96, and the p-value confirms statistical significance. This suggests that organizations implementing strategic CAI are more likely to enhance their financial and operational outcomes. Rather than serving solely as a reporting mechanism, CAI functions as a strategic tool that supports decision-making and long-term planning. These findings are consistent with prior studies by Cinquini and Tenucci (2016), Md Mamunur and Md Mohobbot (2020), and Manuel (2021) also identified a positive relationship between strategic customer accounting information (CAI) and organizational performance. However, the results differ from those of Jonathan (2021), Shisshini (2022), and Hoang (2023), who reported no significant effect. These disparities may be attributed to differences in how CAI was conceptualized, measured, or implemented across studies. The findings align with both the resource-based theory and contingency theory. The resource-based perspective views CAI as a valuable internal resource that enhances efficiency and decision-making, leading to improved performance. Contingency theory emphasizes that the effectiveness of cost accounting systems depends on their alignment with organizational context such as industry characteristics, structure, and strategic orientation. Therefore, organizations that customize their CAI systems to fit their specific operating environments tend to achieve better outcomes.

The second research question, aligned with the study's second objective, assessed the impact of customer accounting information on organizational performance. The results indicate a significant positive relationship ( $\beta = 0.015$ ,  $t = 3.430$ ,  $p = 0.000$ ), suggesting that organizations utilizing customer accounting data are better equipped to gain competitive advantages, mitigate strategic risks, and bridge performance gaps. This highlights the need to broaden performance evaluation beyond internal measures to include external factors such as customer satisfaction, product quality, and price competitiveness. These findings are consistent with the studies conducted by Hui (2018), Alsoboa (2019), Cemal and Dilek (2019), Majeed (2020), William (2021), and Ahmed and Leftesi (2021), Sudhashini et al. (2022), Hong and Oanh (2023), and Abeer and Tracy (2023), who all recognized market responsiveness as a key driver of strategic management accounting practices. However, the findings contrast with those of Achchi and Thirunavukarsu (2021), Shahzadi and Thirunakarsu (2021), and Phaprukbaramee (2023), who found no significant relationship. These inconsistencies could be due to methodological, contextual, or industry-specific factors. From a Resource-Based Theory standpoint, the firm's capacity to collect and apply customer accounting information is seen as a strategic resource that enhances competitiveness and performance. According to Contingency Theory, the effectiveness of customer accounting practices depends on their alignment with the firm's strategy and external environment.

Finally, the study examines the impact of competitor accounting information on organizational performance. The findings indicate a significant positive relationship ( $\beta = 0.035$ ,  $t = 2.100$ ,  $p < 0.05$ ), suggesting that firms that actively monitor and analyze competitors can adapt strategies, manage risks, set competitive pricing, and exploit market opportunities more effectively. These results are consistent with previous research by Cadez and Guilding (2018), Hamzah et al. (2019), Malmi (2019), Lind and Stromsten (2021), Hunton (2019), and Huber (2018), who found that competitor accounting information contributes to improved organizational performance. According to Resource-Based Theory, competitor accounting information serves as a critical strategic resource that helps firms understand market dynamics, forecast competitor behavior, and benchmark performance. Contingency Theory reinforces this by suggesting that the effectiveness of competitor information depends on external conditions such as market dynamism and competition intensity. Therefore, aligning accounting systems with environmental demands is essential for enhanced performance.

## 5. CONCLUSION AND RECOMMENDATIONS

Based on the above, this study concluded that strategic management accounting practices in terms of cost accounting information, customer accounting information and competitor accounting information have significant positive impact on organizational performance.

Given the conclusion reach on the effect of cost accounting information on organizational performance, organizations are encouraged to adopt modern Enterprise Resource Planning (ERP) systems and decision support tools that enable real-time cost tracking and analysis. In line with the conclusion in the preceding paragraph, organizations are encouraged to establish cross-functional committees dedicated to analyzing customer data and developing strategies based on shared insights. This approach can foster effective collaboration among finance, marketing, and customer service teams, ensuring the comprehensive utilization of customer accounting information and the alignment of departmental objectives with efforts to enhance customer value. Organizations should adopt or upgrade management information systems that support the systematic collection and analysis of competitor data. This would enable them to monitor competitors' annual reports, pricing changes, marketing campaigns, and operational shifts. Competitor data should then be translated into actionable insights to guide tactical and strategic decisions, thereby increasing customer retention and revenue growth.

## AI Declaration

The authors used [Grammarly] to improve spelling, grammar, clarity, and readability of the paper. The authors carefully reviewed and edited the text and take full responsibility for the final content.

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