Journal of Global Accounting
Vol. 6 No. 3 September, 2019. ISSN: 1118-6828
www.unizikjga.com

Department of Accountancy
Nnamdi Azikiwe University,
Awka

ACCOUNTANTS AND ECONOMIC RECESSION IN NIGERIA

Agbata, Amaka Elizabeth[1]*, Ekwueme, Chizoba Marcella Prof.[2], Uchegbu, Callista Ukamaka[3]

[1] Department of Accountancy; Nnamdi Azikiwe University; Awka; Anambra State; Nigeria.
[2] Department of Accountancy; Nnamdi Azikiwe University; Awka; Anambra State; Nigeria.
[3] Department of Accountancy; Nnamdi Azikiwe University; Awka; Anambra State; Nigeria.

*Correspondence to: Agbata, Amaka Elizabeth, Nnamdi Azikiwe University, Department of Accountancy, Faculty of Management Sciences, P.M.B. 5025, Awka, Anambra State, Nigeria.
E-mail: ae.agbata@unizik.edu.ng Tel.: +2348033833345

ABSTRACT

The study examined the roles played by accountants to ensure the survival of their respective organizations during the Nigerian Economic recession of last quarter of 2015 to third quarter of 2017. The survey method of research design was adopted for the study. Population of the study comprised 103 accountants representing one accountant selected from each of the companies/business organizations in the two sectors of the Nigerian economy selected for the study. Sample size was arrived at 82 using Taro Yamen method. Data were collected from primary source through interview and questionnaire. The formulated hypotheses were tested using Cronbach Alpha, Weighted Mean and Paired T-test. Findings revealed that accountants played significant roles towards improving revenue and reducing operating costs/expenses during the recession. They also played significant roles to ensure retention of workers and customers/clients as well as in coping with competitors, inflation and in recovery of loans during the recession. Consequent on the findings it was recommended that constant training of accountants by their firms and professional bodies will help to equip them intellectually on the signals of economic recession and how to tackle it before it renders its havoc.

Keywords: Accountants, Economic Recession, Nigerian Economy.

Article Info: **Received** November 20, 2019; **Reviewed** November 30, 2019; **Accepted** December 3, 2019.

COPYRIGHT © 2019 JOGA

1. Introduction

The fall in the global price of crude oil led to the Nigerian economic recession of 2015-2017. The drop affected oil dependent economies and Nigeria having revenue from crude oil as its major source of revenue was gravely affected. According to Agbata and Okafor (2018) the recession affected different sectors of the Nigerian economy. Nigerian government revenue and foreign reserve dropped as the nation's export earnings reduced drastically. Inflation went up high to about 18% and foreign exchange earnings reduced to about 25%. Nigeria felt the impact of the recession because her economy was not diversified. The banking sector seemed to have received the highest blow of the recession as it encountered challenges of low income/low revenue, inability of customers to service or pay back their loans obligations, downsizing, low customers deposit, high cost of operation, huge amount of bad loans, shortage of foreign currency, rising inflation. Most banks were unable to pay their creditors and depositors as a lot of the assets held by them worth only a portion of their book value.

The Central Bank of Nigeria (CBN) in its Financial Stability report revealed that from Jan – Jun 2016, the CBN and banks recorded bad loans amounting to N1.02trillion. In the period of review, non-performing loans which was N649.63billion by the end of Dec 2015 rose to 158percent and by the end of June 2016 it was recorded at N1.68trillion. During that period, the ratio of bad loans to total loans increased to 11.7% from 5.3% as at Dec 2015. This shows that borrowers were unable to pay bank N11.30 of every N100 bank loan given to them (Vanguard, 2017). Some banks stopped giving out loans to some categories of civil servants and businesses in oil and gas, and even minimized the loan they gave to other business owners because most of the borrowers had challenges in paying back the loan. Insufficiency of foreign exchange confined the economic activities of the banking sector in 2016 as the influx of dollar per month fell beneath $1billion from $3.2billion as a result of drop of petroleum prices. This made it difficult for bank customers to obtain dollars. Nigerian Bureau of Statistics reports (2016 & 2017) showed that the rate of inflation grew to 18.44percent in Nov. 2016 from 9.55percent in Dec. 2015. It later rose to the highest rate of 18.72percent in Jan 2017. Thus CBN constricted money supply and raised monetary policy rate to 12percent in March and later in July to 14percent.

COPYRIGHT © 2019 JOGA

The consultancy/servicing sector were not left out either; the recession took its toll on them too. The sector lost majority of their clients. Companies that operate with multinational client companies lost majority of their multinational clients as those clients companies shut down operations in Nigeria because of inability to access foreign exchange, increased operating cost, this reduced the consultancy/servicing companies' revenues leading to layoff of some employees, and so on. Economic recession whenever it occurs has noteworthy inference for accountants (Toman, 2012). The high rate of unemployment mounts pressure on the accountants' role of staffing and effective management of human resources. Similarly, during recession making forecast becomes exceptionally complex though it is very necessary as well as maintaining/retaining customers/clients and coping with competitors. Likewise, low revenue and high operating cost affect working capital management among others.

The effect of the recession touches every aspect of the economic system: the company, its business associate and the market. The market is affected through the reduction of the customers' purchasing power (Carmen, Adina, & Luminita, 2009). The challenges seem to interfere with the roles accountants play in their various business organizations as they are in the fore front of their companies. Vickers (2016) observed that accountants act as eyes and ears of their organizations especially during economic recession when accounting resources and skills are not adequate. Accountants are in charge of organizational finance, they maintain proper books of account, manage operating costs, implement best practices for human resources in terms of employee benefits and allowances. They manage the companies' working capital and inform management of the cash position of their organizations. They prepare budgets and forecast future income. They also help to formulate pricing. Little (2009) stated that accountants provide a comprehensible view of their organizations financial position and performance which helps them to identify opportunities and threats to their organizations.

Thus, the main objective of the study was to determine the roles played by accountants during the period of economic recession in Nigerian with a view to ascertain how their companies survived the recession. The study specifically considered the roles played by accountants towards improving revenue and reducing operating cost/expenses during the recession; ensuring retention of workers and customers/clients at the period of the recession; ensuring

COPYRIGHT © 2019 JOGA

that their organizations did not close down businesses during the recession; and how the accountants coped with competitors, inflation and recovery of loans at the period of the recession.

Based on these, the study formulates the following hypotheses in the null form as follows:

Ho_1: Accountants played no significant roles towards improving revenue and reducing operating cost/expense during the recession

Ho_2: Accountants played no significant roles to ensure retention of workers and customers/clients at the period of the recession.

Ho_3: Accountants played no significant roles to ensure that their organizations did not close down businesses during the recession.

Ho_4: Accountants played no significant roles in coping with competitors, inflation and recovery of loans at the period of the recession.

2. Review of Related Literature

2.1 Conceptual Review

2.1.1 Economic Recession

According to Agbata and Okafor (2018) "economic recession is a period of downturn in economic activities of a country. The signs include government not being able to meet its financial commitments, increase in the prices of goods and services, fluctuations in exchange rates and so on". Akinsola (2016) defined economic recession as "consecutive declines in quarterly real gross domestic product (inflation adjusted) and a decline in activity across the economy, lasting longer than three to four months. It is visible in industrial production, employment, real income and wholesale-retail trade". Furthermore, Fapohunda (2012) gave a definition of economic recession as "a period of economic slowdown featuring low output, illiquidity and unemployment. It is characterized by its length, abnormal increases in unemployment, falls in the availability of credit, shrinking output and investment, numerous bankruptcies, reduced amounts of trade and commerce as well as highly volatile relative currency value fluctuations, mostly devaluations, financial crises and bank failures" Equally, "A recession is usually characterized by a state of negative economic growth spanning up to two consecutive financial quarters" (Adebamowo, 2011)

COPYRIGHT © 2019 JOGA

2.1.2 Accounting/Accountancy/Accountants Defined

Accounting is defined by Okafor and Okoye (2004) as "a service oriented activity or practical technique concerned with systematically recordings, analyzing, measuring, summarizing and communicating economic information to interested parties". Accountancy is defined by Udeh (2009) as "the professional aspect of accounting practice concerned with the summarization of information contained in accounting records, its presentation in significant form to interested parties and its interpretation as an aid to decision making". Udeh (2009) defined an accountant "as a professional who practices accounting. The accountant interprets and communicates financial information to management to enable management take an informed decision over the business activities of the organization. The accountant often supervises the work of other accounting officers to ensure that the financial statements meet the requirements of the organizational policy and the demands of the auditor. The accountant may be occasionally required to help management take some financial decisions".

According to Okafor and Okoye (2004) accounting has two main objectives which involve a record of stewardship and tool of management decisions. Carmen, Adina, and Luminita (2009) stated that accounting varies in accordance with current organizational or normative act leading to financial accounting or general accounting and management accounting or cost accounting. Accountants are regarded as accounting practitioners. They have the main duty of managing, correcting and reporting on the accounts of their organizations, therefore, the name of the profession (Solution Matrix Ltd, 2015). Accountants could work as a management accountant or financial accountant or cost accountant in organizations. As management accountant, they report financial and non- financial information that helps management in making decisions for the achievement of the organizational goals (Adeniyi, 2008). Management accountants direct their attention at the future and focuses on influencing management and workers behavior in attaining the goals. As financial accountants they report to parties external to the company. Financial accountants prepare the company's financial statements and communicate information about their organizations to the user who use the information to assess the financial strength and prospects of the organization (The Saylor Foundation, 2013). As cost accountants they measure and report financial and non-financial information concerning the cost of purchasing or consuming resources by organizations.

COPYRIGHT © 2019 JOGA



Cost accountants comprise management accountants and financial accountants that accumulate and scrutinize cost information. They provide in depth information for planning, controlling and making decisions (Adeniyi, 2009)

2.1.3 Accountants' Roles in Organisations

The main role of accountants in every organization is the provision of information to interested users who may be internal or external to the corporate organization. Accountants provide two types of information which are public and private information. Public information is shown in the financial statement and is meant for external users such as investors, shareholders, banks, other financial institutions, public organizations, business colleagues, government, and so on. Private information which is provided for internal decision making is meant for internal users (Carmen, Adina, & Luminita, 2009). Accountants provide necessary information to managers and strategically collaborate for the good of the organization by assisting managers in their administrative tasks (Edogbanya, 2013). They help the management in understanding financial results, put the result in the business circumstance and use it for corporate rational decisions.

Zainuddin and Sulaiman (2015) opine that for accountants to be competent and reliable, they should be proactively involved in strategic management, leadership, operational alignment and long-life learning and improvement. They should be able to create and add value to the organization through efficient and effective management of resources, activities and people within the organization for the success and survival of the organization. Accountants participate actively in acquiring and providing valuable information for the organization in terms of improving their image and influence on corporate decision making during economic recession. In providing this role, accountants operating in a globalized economy provide accurate and valuable information to the teams of managers and decision makers on exterior parameters that affect and concern the business. Fullam (2012) in CIMA (2012) publication provides these roles for accountants in the period of economic crisis; "the accountants working in the national treasuries should check that the books balances. Accountants in regulators' office should read balance sheets and see if banks are over extended or identify over-concentration of risks and then do something about it.

COPYRIGHT © 2019 JOGA

Accountants in the banks and brokerages should check the concentration of risk in particular sectors and the slackening of under-writing criteria and those who sit on asset and liability committees should identify funding weakness. Furthermore, in the case of economic activity, accountants should be actively influencing behaviours of businesses by having a view and expressing it. Accountants should have an insight into the financial state of their nation(s) and demand good government of their economy". Roles of accountants in their organizations cannot be overemphasized. They are important stakeholders of their organizations and utilizing their worth at all times especially during turbulent economic times is a key factor for organizational survival and success.

2.2 Theoretical Framework

2.2.1 Agency Theory

The study was anchored on agency theory. Agency theory provides that conflicts arise due to the relationship between the principal and the agent. It therefore attempts to summarize and solve the problem. Ingram (2018) stated that in agency relationship, one party known as the agent makes decisions and act on behalf of the other party known as the principal. Accountants are agents of their respective organizations. They play the role of stewardship in which they work as agents of their organizations by providing information about the annual reports and account to their principals. Accountants are entrusted with the role of preparing the company's/organizations financial statements, budgets and forecasting prices, working capital management and so on. Accountants communicate the outcome of their functions/roles as agents to their principal who are their employers. Sheriffdeen (2009) cited in Alade, Ajibolade and Ogungbade (2013) stated that the functions and decisions of the accountants provide results that influence on the business organization and the nation's economy.

2.3 Empirical Review

Onuoha and Nwaiwu (2016) studied the impact of the global financial crisis on Nigerian stock market. The purpose of the study was to investigate the impact of the global financial crisis on the Nigerian stock market. Survey method of research design was adopted. Population of the study consists of the Nigerian stock exchange from which data on the study variables were generated. The study covers the period of 2008 – 2014. Secondary data was used, which was collected from CBN statistical bulletin of various years and the Nigerian

COPYRIGHT © 2019 JOGA



Bureau of Statistics. Regression analysis was used in testing hypothesis. Findings show that the global financial crisis measured by currency crisis, credit crisis, liquidity crisis and foreign direct crisis has a negative significant impact on the NSE. The study recommends among others that the CBN, SEC and other relevant regulatory authorities should use the financial stress index as proposed by Illing and Liu (2006) to indicate early signals of financial crisis and guiding against such early enough.

Edogbanya (2014) researched on the impact of the global economic financial crisis on the role of management accountants in an emerging economy. The study appraised the impact of global financial crisis and the role of management accountants towards sustainability of our financial system. No information was given on the methodology and findings. It recommends that management should integrate management accountants into their management team because there is strong strategic relationship between business strategy, accounting control system and corporate performance.

Alade, Ajibolade, and Ogungbade (2013) studied the role of professional accountants in the global financial crisis: The case of Nigeria. The study examined the role of professional accountants in the global financial crisis from the stakeholders' perspective. The study employed the survey research design. The population comprised of 200 professional accountants in business, practice and academics, investors and financial analysts. Data were collected through a well-structured close ended questionnaire. Data were analyzed using descriptive statistics, ANOVA and Chi-square. Finding shows that failures to adhere to standards are some of the areas where the accounting professionals have been implicated. The study recommends that stringent disciplinary measures should be put in place to discourage professional accountants from falling to strictly adopt such standards.

Sodan, Barac, and Vuko (2013) studied lessons from financial crisis: Has accounting in central and eastern Europe become more conservative. The study analyzed the stewardship role of accounting information in periods before and during the financial crisis. Empirical analysis was conducted on the sample of listed companies from 7 central and eastern European countries using panel data analysis technique. Descriptive statistics was used in data analysis. Regression analysis was used in testing hypothesis. It was discovered that the

COPYRIGHT © 2019 JOGA

level of conservatism is even lower during the financial crisis that before the crisis. It was recommended that standard setters and regulators should aim to define fair value accounting more precisely to avoid its abuse and creative accounting reporting practices.

Jose (2010) carried out a research on the impact of international financial crisis on Brazil. The study examined the impact of the global financial crisis on the Brazilian economy and the ways in which the country has managed to react positively to the ensuing challenges without overlooking the new challenges that it will have to face in the future. Secondary data were used which was obtained from the Brazilian Central bank. No information was disclosed on the population of the study as well as the findings and recommendations.

Likewise, Carmen, Adina, and Luminta (2009) studied the importance of accounting information in crisis times. The study aimed at finding out in what way the accounting information can help economic entities in dealing with crisis. The study used secondary data obtained from the national trade registration office. No information was given on the population size and statistical tool for testing hypotheses. It recommends that the company's management should give importance to accounting information and try to find solutions on problem it faces.

Finally, Adamu (2009) studied the effects of global financial crisis on Nigerian economy. The study examined the influence of the global financial crisis on Nigerian economy. Findings shows that the financial crisis will cause fall in commodity prices, decline in export, lower portfolio, fall in equity market, decline in remittance from abroad etc. It was recommended that the federal government should come up with intervention policies that will minimize these effects and jump start the economy. Business operators should learn to do things using resources at their disposal to develop and expand at manageable level to stem the tide of crisis.

2.4 Gap in the Literature

Even though uncountable researches have been carried out on economic recession both in Nigeria and other global communities but they differ clearly from this study. To the best of the researchers' knowledge these studies have not specifically stated the roles accountants

COPYRIGHT © 2019 JOGA

have to play or played in ensuring the survival/ going concern of their firms during the period of Nigerian economic recession which started in the last quarter of 2015 and ended in the beginning of 3rd quarter of 2017. Even many Nigerian scholars have carried out research on recession but on global recession, only very few researchers have studied economic recession in Nigerian context.

3. Design and Methodology

The research design employed in this study is the *survey* research design. The area of the study was Nigeria. The study focused on business organizations in the banking and consultancy/servicing sectors operating in Nigeria (both quoted and unquoted). The population of the study comprised 103 accountants representing one accountant each selected from the business organizations/companies in the two sectors of the economy selected for the study. The sample size of the study was determined using Taro Yamen method. With the formular we arrived at a sample of 82 for the study, which was computed as follows: $n=N/1 + N(e^2)$ Where; n = Sample size. N = Population of the study =103. e = error size = 5% Applying the formular: $n=103/1+103(0.05^2)$ Therefore, n = 82. The sampling method employed for this study was the simple random sampling technique, because each and every item in the population has the same probability of being selected. Data were collected from primary source, obtained through questionnaire. The questionnaire was divided into two sections. Section A focused on the personal data of the respondents while Section B deals on information necessary in capturing the roles played by the accountants during the recession. The questionnaire was designed on a 5 (five) point Likert scale arranged on continuum 5-1, ranging from 5 (strongly agree) to 1 (disagree). In the analysis of data, data were coded on the Microsoft excel computer program and later exported to the Statistical Package for Social Sciences (SPSS) version 20 and Minitab version 16 for statistical analysis. The data were then sorted out based on interval and nominal scales and then analyzed based on the hypotheses of this study. Descriptive analyses of data were carried out using frequency counts, percentages, means and standard deviations. The formulated hypotheses were tested using the Cronbach's Alpha, Weighted Mean and Paired T-test. Test of reliability of research instrument was done using Cronbach Alpha at 5% level of significant. Decision was based on accepting the null hypothesis if the mean response is less than the mean of the weight of the codes.

COPYRIGHT © 2019 JOGA

4. Data Analysis and Results

4.1 Test of Hypotheses

4.1.1 Test of Hypothesis One

H_0: Accountants played no significant roles towards improving revenue and reducing operating costs/expenses during recession

Table 1: T-test output for hypothesis one

	N	Mean	Std. Dev	SE Mean
Number Agree	10	5.20	0.23	0.44
Number Disagree	10	2.80	0.12	0.36
Difference	10	4.40	0.46	0.88

95% CI for mean difference: (32.56, 44.71)
T-Test of mean difference = 0 (vs not = 0)
T-Value = 15.01 P-Value = 0.001
Source: SPSS Ver. 20

Since the responses are coded and the mean of the responses are to be considered, the most appropriate statistical tool is paired t-test. The Paired T-test is appropriate for testing the mean difference between paired observations.

Decision Rule: Accept the null hypothesis if the p-value is greater than 0.05, otherwise, reject.

Decision: The p-value is 0.001 which is less than 0.05. This implies the existence of enough evidence to reject the null hypothesis and conclude that Accountants played significant roles in improving revenue and reducing operating costs/expenses during recession in Nigeria at 5% level of significance.

4.1.2 Test of Hypothesis Two

H_0: Accountants played no significant roles to ensure retention of workers and customers/clients during the recession.

Table 2: T-test output for hypothesis two

	N	Mean	Std. Dev	SE Mean
Number Agree	40	4.415	0.361	0.208
Number Disagree	40	2.305	0.569	0.328
Difference	40	3.109	0.696	0.402

95% lower bound for mean difference: 1.935
T-Test of mean difference = 0 (vs > 0)
T-Value = 7.73 P-Value = 0.008
Source: SPSS Ver. 20

COPYRIGHT © 2019 JOGA



Since the responses are coded and the mean of the responses are to be considered, the most appropriate statistical tool is paired t-test. The Paired T-test is appropriate for testing the mean difference between paired observations.

Decision Rule: Accept the null hypothesis if the p-value is greater than 0.05, otherwise, reject.

Decision: The p-value is 0.008 which is less than 0.05. This implies the existence of enough evidence to reject the null hypothesis and conclude that Accountants roles significantly influenced the retention of workers and customers/clients during recession in Nigeria.

4.1.3 Test of Hypothesis Three

H_0: Accountants played no significant roles to ensure that their organizations did not close down businesses during the recession.

Table 3: T-test output for hypothesis three

	N	Mean	Std. Dev	SE Mean
Number Agree	5	4.580	0.310	0.219
Number Disagree	5	2.484	0.675	0.477
Difference	5	3.096	0.984	0.696

95% lower bound for mean difference: 1.298
T-Test of mean difference = 0 (vs > 0)
T-Value = 4.45 P-Value = 0.007
Source: SPSS Ver. 20

Since the responses are coded and the mean of the responses are to be considered, the most appropriate statistical tool is paired t-test. The Paired T-test is appropriate for testing the mean difference between paired observations.

Decision Rule: Accept the null hypothesis if the p-value is greater than 0.05, otherwise, reject.

Decision: The p-value is 0.007 which is less than 0.05. This implies the existence of enough evidence to reject the null hypothesis and conclude that Accountants played significant roles to ensure that their organizations did not close down businesses during the recession.

COPYRIGHT © 2019 JOGA

4.1.4 Test of Hypothesis Four

H_0: Accountants played no significant roles in coping with competitors, inflation and recovery of loans at the period of the recession.

Table 4: T-test output for hypothesis four

	N	Mean	Std. Dev	SE Mean
Number Agree	14	4.601	0.023	0.011
Number Disagree	14	2.049	0.055	0.032
Difference	14	3.181	0.027	0.004

95% lower bound for mean difference: 1.161
T-Test of mean difference = 0 (vs > 0)
T-Value = 3.52 P-Value = 0.014
Source: SPSS Ver. 20

Since the responses are coded and the mean of the responses are to be considered, the most appropriate statistical tool is paired t-test. The Paired T-test is appropriate for testing the mean difference between paired observations.

Decision Rule: Accept the null hypothesis if the p-value is greater than 0.05, otherwise, reject.

Decision: The p-value is 0.014 which is less than 0.05. This implies the existence of enough evidence to reject the null hypothesis and conclude that Accountants played significant roles in coping with competitors, inflation and recovery of bad loans during recession in Nigeria at 5% level of significance.

4.2 Summary of Findings

The results of the analysis revealed the following:

1. Accountants played significant roles towards improving revenue and reducing operating costs/expenses during recession in Nigeria at 5% level of significance.
2. Accountants played significant roles to ensure retention of workers and customers/clients during the recession in Nigeria at 5% level of significance.
3. Accountants played significant roles to ensure that firms did not close down businesses during recession in Nigeria at 5% level of significance.
4. Accountants played significant roles in coping with competitors, inflation and recovery of loans during recession in Nigeria at 5% level of significance.

COPYRIGHT © 2019 JOGA

5. Conclusion and Recommendations

Accountants played important roles in ensuring that their organizations survived the recession that befell Nigerian economy in the last quarter of 2015 through the beginning of the 3rd quarter of 2017. They played these roles by increasing cost of transaction and interest rate on fixed deposit which helped to improve their revenue and also attract more customers respectively, advised management on diversification of banking services on other areas such as asset management, stock broking, pension, corporate investment banking and so on, in order to improve their revenue, through promo and internal activation and giving out loans to low risk profile customers they were able to retain their customers, they managed the banks' assets and liabilities appropriately and through proper costs analysis, they were able to recommend management to minimize costs by dropping those operations with high operating costs which helped to reduce operating costs, they reduced/eliminated some controllable costs and cut down on employee benefits and hence prevented downsizing of staff, they advised management on the need to sell collaterals on loans which assisted in recovery of loans.

In the consultancy/servicing sector, accountants helped in improving revenue by benchmarking costs of services against overall cost of personnel and process cost with little spread for profit and also by increasing cost of services, carrying out full audit of inventory, disposal of obsolete/old equipment and significant reduction in staff cost contributed to huge reduction of operating costs, marginal reduction in the cost of service assisted in retention of clients during the recession, Reducing employee benefits and allowances instead of outright disengagement prevented downsizing of employees and advised management on the need to have competitive advantage in terms of high quality services and advertisement which helped them to cope with competitors. The roles played by accountants helped them to weather the storm of economic recession and steer their firms out of havoc/disaster.

The researchers therefore recommend that constant training of accountants by their firms and professional bodies will help to equip them intellectually on the signals of economic recession and how to tackle it before it renders its havoc. In dealing with the issue of staff retrenchment, management should know that once workers are no longer motivated in their jobs, there will be high labour turnover resulting in the loss of experienced and competent

COPYRIGHT © 2019 JOGA



staff which will affect productivity. Therefore, accountants should recommend to management to put in some measures to avoid the loss of key staff this they should do through reduction of working hours to about 8hours/day and encouraging them to stay with a strong promise of improving on their benefits/allowances and other incentives once the storm is over. We further recommend that accountants should be included as members of the firms' management team as their valuable contributions by way of advice will help the organizations during turbulent economic period.

COPYRIGHT © 2019 JOGA



REFERENCES

Adamu, A. (2009). The effects of global financial crisis on Nigerian Economy. *International Journal of Investment and Finance*, *1*(1&2), 11-21.

Adebamowo, M. A. (2011). The implication of global economic recession on sustainable housing in Lagos megacity. *International Business Research*, *4*(1), 167-175.

Adeniyi, A. A. (2008). *An Insight into Management Accounting* (4th Ed.). Lagos: EL – TODA Ventures Limited.

Adeniyi, A. A. (2009). *Cost Accounting: A Managerial Approach*. Lagos: EL-TODA Ventures Limited.

Agabta, A. E., & Okafor, G. O. (2018). Managing the impact of economic recession on Nigerian economy: The role of management accountants. *Asian Journal of Economics, Business and Accounting*, *6*(3) 1-10.

Akinsola, B. (2016). Insight: What caused Nigeria's economic recession? Retrieved 24/03/ 2017 from http://naija247news.com/2016/07/25/insight-caused-nigeria-economic

Alade, M. E., Ajibolade, S. O., & Ogungbade, O. I. (2013). The role of professional accountants in the global financial crisis: The case of Nigeria. *British Journal of Humanities and Social Sciences*, *9*(2), 39-53.

Carmen, M. S., Adina, C., & Luminita, R. (2009).The importance of accounting information in crisis times. *Annales Uninversitatis Apulensis Series Oeconomica*, *11*(1), 94-110.

CIMA (2012). Accountants and the economic crisis/CIMA financial management. Retrieved from http//www.fm-magazine.com/feature/depth/accountants-and-economic-cri

Edogbanya, A. (2013). The impact of the global economic financial crisis on the role of management accountants in an emerging economy. *Kuwait Chapter of Arabian Journal of Business and Management Review*, *2*(6), 49-57.

Fapohunda, T. M. (2012). The global economic recession: Impact and strategies for human resources management in Nigeria. *International Journal of Economics and Management Sciences*, *1*(6), 7-12.

Fullam, P. (2012). Accountants and the economic crisis/CIMA financial management. Posted by CIMA on Tuesday, 21/02/2012 Retrieved from http//www.fm-magazine.com/feature/depth/accountants-and-economic-cri…

Ingram, D. (2018). The Agency Theory in financial management. Retrieved from: http://smallbusines.chron.com/agency-thetheory-financial-management-818...

Jose, R. M. (2010). The impact of international financial crisis on Brazil (ARI).

Little, I. (2009). The role of the accountant in a recession: An FD's view. Retrieved from: http//www.accountingweb.co.uk>the-r…

Nigerian Bureau of Statistics Report, 2016.

Nigerian Bureau of Statistics Report, 2017.

Okafor, K. O., & Okoye, E. I. (2004). *Principles and Practice of Financial Accounting* (Revised and Enlarged Edition). Rex Charles and Patrick Ltd, Nimo.

Onuoha, T. E., & Nwaiwu, J. N. (2016). Impact of global financial crisis on Nigerian Stock Market. *African Research Review, An International*

COPYRIGHT © 2019 JOGA

Multidisciplinary Journal, *10*(1), 166-177.

Sheriffdeen, (2009). The global economic crisis and Nigerian stock market: Issues on contagion. *Nigerian Journal of Securities and Finance*, *14*(1), 101-116.

Sodan, S., Barac, Z. A., & Vuko, T. (2013). Lessons from financial crisis: Has accounting in central and Eastern Europe become more conservative? The 6th International Conference "The changing economic landscape: issues, implications and policy options" 399-414.

Solution Matrix Ltd., (2015). Accountants and accounting explained. Definition and meaning in business. Retrieved from: https://www.business-case-analysis.com/accountant.html.

The Saylor Foundation, (2013). Financial Accounting definition. Retrieved from: https://www.saylor.org>site>textb.

Toman, C. (2012). Global Financial Crisis-An accounting literature review and overview. *Annals of Faculty of Economics, University of Oradea*, *1*(1), 966-971.

Vanguard, (2017). How economic recession constrained banking in 2016 – Vanguard. Retrieved from: https://www.vanguardngr.com/2017/01/economic-recession-constrained-banking-2016

Vickers, A. M. (2016). Why is accounting even more important during a recession.

Zainuddin, Z. N., & Sulaiman, S. (2015). Challenges faced by management accountants in the 21st century. 5th International Conference on Marketing and Retailing (5th INCOMaR) 2015. *Procedia Economics and Finance*, *37*(2016), 466-470.

COPYRIGHT © 2019 JOGA