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## RELEVANCE OF SOFT SKILLS TO PROFESSIONAL ACCOUNTANTS IN THE NIGERIAN FINANCE INDUSTRY

by

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### ABSTRACT

*The role of accountants has changed rapidly in recent times. As a result the technical proficiency of the accountant is no longer adequate to enable him effectively carryout his duties. The modern accountants therefore require more than technical skills. The study was therefore designed to investigate the soft skills set required by the accountant in the finance industry to do their job. The data used in the study was obtained from both primary and secondary sources. The main findings were that the modern accountant is ill-equipped to handle his job as he lacks capacity in soft skills. It was also revealed that companies in the finance industry organize in-house training courses for their accounting employees in respect of soft skills.*

*The paper recommends that soft skills be introduced into the curricula of the professional accounting bodies as well as those of the tertiary institutions in Nigeria.*

**Keywords:** Soft skills, Professional accountants.

### INTRODUCTION

The world business environment is fast changing and posing some serious challenges to both corporate and public sector operators. Therefore, management at various levels in organizations have realized that the only way to preserve their future viability and growth is to create value. To achieve that objective, and make the most of opportunities, many organizations are embarking on restructuring exercises. These exercises, according to Michael and Champy (1994:43) is "smashing bureaucracy, decentralizing management structures, evolving innovations, improving efficiency of systems, increasing productivity and profitability through powerful alignments of people, processes and technology."

This implies that the most distinctive characteristic of a high performance business organization in a competitive environment would be a strong

commitment to explore innovative thinking to create value as a means of delivering a breakthrough in performance. This requires the professional accountant in collaboration with other relevant professionals to<sup>1</sup> re-define new processes, new working environments, new sales models, new tools, new systems, new relationships, new tactics and so on.

The Professional accountant takes the lead because he is a multi-value-loaded executive who possesses competencies in all the three roles of an executive-management, leadership and entrepreneurship. The result of this is that, over the years the role of the accountant has undergone a striking evolution. Today a clear distinction can be made between the accountant of old and the contemporary accountant. In the past the role of the accountant centered on the preparation and presentation of financial statements. The accountant computed figures and presented them to those who interpreted them. As such he held a staff and not a line position. He was not present at management meetings and was isolated from operations. Therefore the image of the accountant has been a boring uncreative employee who shuts himself behind the door of an office and immerses himself in figures.

However the accounting profession has metamorphosed from a monotonous routine of clerical duties to a wider scope and utility. The modern accountant's job description make him a high level decision support specialist who is either an integral part of the core management team or an internal financial consultant to management and other stakeholders. He is expected to go beyond generating figures to doing a complete analysis of financial statements among other functions. Asein (1998) assert that "in the emerging complex economic scenario the professional accountant has assumed greater significance particularly as a provider of information, which enables resource owners to make economic decisions, assess the impact of managerial decisions on their investment portfolio and effectively select critical success factors from a maze of investment data." He further state that "the increasing number of professional accountants being made directors and Chief Executive Officers attest to this renewed confidence."

## THE PROBLEM

The accountant in the finance industry has assumed more complex roles than hitherto. This is so because the finance industry recently experienced a major restructuring due to the compulsory recapitalization of the banking sub-sector. The restructuring of the Insurance sub-sector is on-going. Consequently, the surviving companies in these sectors would need to work with their accountants to surmount the challenge of finding their feet and gaining grounds in the industry with respect to a favourable growth rate in earnings per share i.e. maximizing the value of shareholders fund.



These developments seem to have great implications as regards the skills required of the modern accountant. Could he still be considered competent with just his technical skills, experience and qualifications given the fact that he now has to work as part of a team, act as a creative problem-solving adviser and communicate findings to non-accountants? It appears not. It seems as though for the accountants of today to be successful he will require alongside his technical skills, certain soft skills (set of skills that influence how er interact with each other) to match his task.

The problem of this study therefore was to undertake an investigation of the soft skills requirements of the modern accountant in the finance industry.

Based on the above definition of the problem, the following objectives have been set.

### OBJECTIVES

- (i) To determine the soft skills required of accountants of today in the finance industry.
- (ii) To determine the most critical work activities that accountants in the finance industry perform.
- (iii) To determine how important particular soft skills are to the success of the accountants in the finance industry.
- (iv) To assessing the view of accountants in the finance industry concerning the adequacy of the education of the professional accountant in the area of soft skills.
- (v) To determine whether companies in the finance industry usually organize soft skill training for their accountants.

### RESEARCH QUESTIONS

The true measure of a professional accountant is his ability to develop and adapt himself in relation to the changes in his environment. Therefore, this study seeks to attempt solutions to the following research questions:

- (i) How important are soft skills to the success of the accountants in the finance industry
- (ii) What combination of soft skills is required of the accountant of today in the finance industry.?
- (iii) What are the most critical work activities that accountants in the finance industry perform?
- (iv) What is the view of accountants in the finance industry concerning the adequacy of the education of the modern entry-level professional accountant in the area of soft skills?
- (v) Do commercial banks usually organize soft skill training for their accountants.

## **SIGNIFICANCE OF THE STUDY**

The result of this study would be relevant to potential entry-level accountants who need to understand the skill set that they require for securing a good job. The work is also of interest to curriculum developers for the training of entry-level accountants as well as corporate accountants who have the technical skills but lack the soft skill required for a successful career.

## **REVIEW OF RELATED LITERATURE**

The business world has considerably changed in the last decade, switching from a context in which the value of the companies were relying on land, capital or labour to a knowledge-based economy in which the dominating resource is knowledge and capital. As a result, the economy has seen the emergence of a knowledge-based industry composed of a multitude of knowledge intensive organizations, very flexible, continuously learning and capable to reinvent themselves very rapidly, for which the management of knowledge, of innovation, and the ability to learn has become the key factors for their corporate success (Quinn, Anderson and Finkelstein, 1996). These organizations have to renew themselves more rapidly to adapt to a more competitive and changing environment, be much more flexible than in the past and also need more sophisticated ways of managing their knowledge assets (Dore, 2001).

In this context, the employees are experiencing a radical transformation of the nature of their work: their expected contribution and value for the company is shifting from fulfilling a relatively routine role that can take time to acquire but change relatively little, to more autonomous and creative activities that are subject of continuous changes. (Cappelli, 1999) The accountant's role is not left out in this rapid change. Omoregie (2001:4) states that the demand for "traditional accounting services has increasingly become stagnant because of the rapidly changing business environment and changing needs of clients."

Agbebiyi (2003) also asserts that the modern accounting has shifted emphasis from traditional storekeeping tasks to respond to the demands of management for more relevant information for attention directing and problem-solving, through realistic facts and figures and realizable projections. Therefore, today's accountant cannot be considered competent with just his qualifications and technical skills. His soft skills will be just as important as his technical know-how.

The role of the accountant of today therefore goes beyond the preparation of reports to include the explanation and analysis of those reports for the purpose of decision-making. (Anderson, Hirsch and Gabriel, 1998).

1999). In the light of these modern day roles, it is clear that the accountant will need a new set of knowledge, skills and abilities to excel in his profession. Given the changing role of the accountant, one would expect that accounting educators would continuously modify their curriculum to provide for this dynamism. This becomes imperative because, according to Iyoha (2005:8), "the public expects the professional accountancy bodies to embark on the production of accountants who are well rounded and interested in more than fundamental skills." A thorough look at the literature shows that this has not been the case. According to Agbebiyi's (1997:65) "the current state of accounting education should extend beyond technical skills and should emphasize the personal capacities of students to interact well with others, assume responsibilities, reason logically, think creatively and embrace ethical standards and conduct, and communicate effectively. This implies that the education of accountants should result in the acquisition of a broad array of skills which include: interpersonal, communication, intellectual and emotional. Omoregie, (2001:3) agrees with the above assertion and states, "given the impact of technology on accounting practices, it is imperative that the mode of training entrants into the profession must be reviewed. Accounting education must be tailored to meet the needs of the market place rather than proficiency in recording, bookkeeping and traditional financial reporting techniques".

Despite the changing role of the accountant, a lot of emphasis is still place on the technical skills of the accountant. For instance, Randle (2003) states, "the possession of specialized skills stands the professional accountant out as a professional in the corporate world." Also Agbebiyi (2000:27) says "the main distinguishing hallmark of professionals is the high standard of technical competence they exhibit on their jobs. Their proficiency is often beyond reproach because they are masters of their skills."

Bateman and Snell (1999:65) oppose this 'undue' emphasis on technical skills. they reasoned that the technical skills needed to understand and manage the financial resources of an organization might be adequate for an entry-level accountant. They further assert that the accountant whose goal is continuous progress and who wants to move swiftly on the career ladder would of necessity need to develop alongside his technical skills, an array of managerial and personality skills (soft skills)

Stewart (2005:34) defines soft skills as "the skills you need to enter, stay in, and progress in the world of work." From this definition, soft skills can be regarded as those skills or intuitive abilities that people use on the job to satisfy the interpersonal relationship demands and value-adding demand of the work place. They complement the technical requirements for a job. In emphasizing the need for soft skills, Meall (2005:33) asserts:

*As your career progresses, you will encounter an increasing number of situations where you will be expected to discuss business and finance with many different types of people. You may find yourself working as part of a cross-cultural team; you could be called on to convey financial information to key stakeholders such as bankers or investors, or you may need to discuss business issues with new or existing clients. And doing this well could be the key to your future success. So where do you start? Your command of English is a good place to begin.*

From the above it is clear that the accountant's role in today's world cannot be divorced from sound analysis and communication of financial information. Therefore the accountant of today must of necessity develop his written communication skills and his expressiveness in presentations and other oral communication to meet the demands of his dynamic and changing role. In situating the issue of expressiveness in the context of the role of the accountant, Iyoha (2004:8) asserts as follows:

*Expressiveness is the ease with which someone's feelings can be read from his non-verbal expressive behaviour. It is a dimension of non-verbal communication that influences our first impression. Most accountants are not able to regulate their non-verbal behaviours in the way that is appealing to their target public. Studies of personal charisma as physical attractiveness—perhaps, it is so much so in accounting where accountability is the emphasis.*

He further opines that what one finds today is a situation where accountants dressed in 'well-cut' suit appear "wooden" in their relationship with colleagues and others. Such a situation has implication as the 'stiffness' and seemingly lack of spontaneity often gives room for mistrust and numerous opportunities for distorting or discrediting even the most skillfully constructed messages from the accountant. This often stifles his growth and progress on the career ladder in his employment.

## **HYPOTHESES**

This study is set to test the following hypotheses:

- (i) H<sub>0</sub>: Soft skills are not important to the success of the accountant in the finance industry.  
H<sub>1</sub>: Soft skills are important to the success of the accountant in the finance industry
- (ii) H<sub>0</sub>: The modern entry-level professional accountant is educated enough in the area of soft skills.  
H<sub>1</sub>: The modern entry-level professional Accountant is not educated enough in the area soft skills



## METHODOLOGY.

One hundred and sixty professional Accountants randomly selected (using stratified random sampling technique) from banks and insurance companies in Lagos State constituted the sample for this study. The instrument used for the study was a survey questionnaire divided into two sections numbered A-B. Section A elicited background information of the respondents and their organizations. Section B sought information on the soft skills required of the accountants in the finance industry (Banking and insurance companies). The questionnaire was tested for reliability and a co-efficient of 0.85 was obtained by means of Product Moment Correlation Statistics. Of the one hundred and sixty questionnaire administered, one hundred and forty five were retrieved out of which five were not useable. This gave a percentage response of 88%. The method of data analysis and the techniques used were chosen based on the nature of the research problem and the data collected. Data analysis was descriptive and involved computing the percentages and averages of the responses. The hypotheses were tested by means of the chi-square test statistic.

## RESULTS AND DISCUSSION

Research Question: How important are Soft Skills to the success of the accountant?

Table 1: Importance of Soft Skills to the success of Accountants in the finance industry

Rating (scale 5-1)	Frequency	Percentage (%)
Very important	82	58
Important	24	17.1
Average Importance	14	10
Low Importance	12	8.8
Not Important	8	6
Total	140	100

Source: (field survey. 2006)

The table shows that most of the respondents (58%) were of the opinion that soft skills are very important to the success of accountants in the finance industry. Only 6% of the respondents do not see the need for soft skills in the finance industry.



Research Question 2: What combination of Soft skills is required of the accountant?

Table 2: Most important soft skills for accountants' success in the finance industry

Soft Skills	Mean Score (On a 5-1 scale)
Team work skills	4.92
Creative/problem solving skills	4.86
Leadership skills	4.82
Decision making skills	4.76
Listening skills	4.76
Customer oriented skills	4.74
Speaking / presentation skills	4.62
Inter-personal relationship skills	4.60
Physical appearance skills	4.56
Writing skills	4.32
Stress management skills	4.32
Confidentiality skills	4.14
Flexibility skills	4.06
Diplomacy skills	3.96

Source: (authors' field study, 2006)

The table shows that the soft skills with the highest mean scores are teamwork skills, creative/problem-solving skills and leadership skills with mean scores of 4.92, 4.86 and 4.82 respectively. The table also shows that the soft skills with the lowest mean score are flexibility skills and diplomacy skills.

Research Question 3: What are the most critical work activities of the accountant?

Table 3: Most critical work activities performed by Accountants in the Finance industry.

(Rank ordered)

Activities	Level of involvement (%)
Managing the accounts/finance function	92
Accounting system and financial reporting	86
Internal control	76
Financial and Economic Analysis	72

Auditing and investigation	70
Tax compliance	70
Customer and product profitability	68
Process improvement	60
Computer System and operations	60
Quality System and control	58
Internal consulting	50
Resource management	50

Source: (field survey, 2006)

The table shows that work activities that featured most as the most critical work activities performed by accountants in the finance industry include managing the accounting/finance function (92%), accounting systems and financial reporting (86%), internal control (76%), financial and economic analysis (72%), auditing and investigations (70%) and tax compliance (70%). Though internal consulting is lowly rated in this study, (50%), it is however becoming a regular feature in the role of the accountant.

Research Question 4: What is the view of the accounts about the adequacy of education of the entry-level accountant?

Table 4: Adequacy of education of entry-level professional accountants in the area of soft skills

Response	Frequency	(%)
Very high	20	14.3
High	36	25.7
Moderately High	40	28.6
Low	44	31.4

Source: (author's survey, 2006)

From the table, it is clear that (66%) of the respondents were of the opinion that the modern entry-level professional accountant is not educated enough in the area of soft skills. This is a matter that should require urgent attention by all concerned.

### RESEARCH QUESTION 5:

Do commercial banks usually organize on the job soft skills training for their accounting employees?

Table 5: On the job training of accountants in the area of soft skills by companies in the finance industry

Response	Frequency	Percentage (%)
Yes	56	40
No	84	60
TOTAL	140	100

Source: (field survey, 2006)

The table shows that 40% of the respondents disclosed that companies in the finance industry usually have to train their employed accountants in some particular soft skills. This has become imperative following the competitive nature of the industry due to the recent restructuring exercise. It must be emphasized that 40% is very low when considered against the need for soft skills in the industry. most of the soft skills identified by the respondents include:

- (i) Team-work skills
- (ii) Problem-solving skill
- (iii) Leadership skill
- (iv) Report-writing skill
- (v) Relationship building.

## TEST OF HYPOTHESES

The two hypotheses formulated for this study are re-stated and tested using the Chi-square test.

Hypothesis One:

$H_0$ : Soft skills are not important to the success of the accountant in the finance industry

$H_a$ : Soft skills are important to the success of the accountant in the Finance Industry.

Hypothesis Two:

$H_0$ : The modern entry-level professional accountant is educated enough in the area of soft skills

$H_a$ : The modern entry-level professional accountant is not educated enough in the area of soft skills



# TEST OF HYOTHESES ONE

The hypothesis was tested on the basis of field survey which relied on the questionnaire administered

OBSERVED (O)	EXPECTED (E)	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
82	28	54	2916	104.14
24	28	-4	16	0.57
14	28	-14	196	7
12	28	-16	256	9.13
8	28	-20	400	14.29
				X <sup>2</sup> = 135.13

Table 5: Analyzed from table 1

The data presented was analyzed using the chi square test statistic, given as:

$$\chi^2 = \frac{[(o - e)^2]}{e}$$

Degree of freedom (df) = n - 1, where n is the number of categories.

Degree of freedom (df) = 5 - 1 = 4

The calculated value is 135.13

The table value of X<sup>2</sup><sub>0.05</sub> = 9.49

The oe level of 0.05, we obtain a tabulated value of 9.49. since the calculated value is higher that the tabulated value; we reject the null hypothesis (H<sub>0</sub>) in favour of the alternative hypothesis (H<sub>1</sub>) which states that soft skills are important to the success of the accountant in the finance industry.

# TEST OF HYPOTHESIS TWO

The null hypothesis states that 'the modern entry-level professional accountant is educated enough in the area of soft skills.' while the alternative hypothesis is that 'the modern entry-level professional accountant is not educated in the area of soft skills.'

Observed (o)	Expected (e)	O - E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
20	28	-8	64	2.29
36	28	8	64	2.29
40	28	12	144	5.143
44	28	16	256	9.143
				X <sup>2</sup> = 18.87

Table 6: Analyzed from table 4

Degree of freedom (df) = n - 1

(df) = 4 - 1 = 3

The calculated value is 18.87

The value of  $X^2_{0.05} = 7.82$

At oe level of 0.05, we obtain a tabulated value of 7.82. since the calculated value is greater that the tabulated value; we reject the null hypothesis ( $H_0$ ) in favour of the alternative hypothesis ( $H_1$ ) which states that the modern entry-level accountant is not educated enough in the area of soft skills.

## **FINDINGS, CONCLUSION AND RECOMMENDATIONS**

The study was carried out to determine the soft skills set required of the accountants of today in the finance industry to effectively carry out their work activities; to determine the most critical work activities that the accountant in the finance industry performs; to assess the view of the accountant in the finance industry concerning the adequacy of the education of the professional accountant in the area of soft skills. it was also to determine whether financial institutions usually organize soft skill training for their employed accountants and to make suggestions to curriculum designers and accounting educators on the introduction of soft skills in the accounting curriculum.

The following theoretical empirical findings were made.

### **THEORETICAL FINDINGS**

- (i) Employers of today are as interested in the soft skills as they are, in the technical skills of their employed accountants.
- (ii) A gap exists between the skills required of accountants in the corporate world and the skills they acquired in the course of their tertiary and professional education.
- (iii) The current accounting education in Nigeria does not provide for the development of soft skills in accountants. Rather great emphasis is laid on the development of technical skills at the expense of soft skills.

### **EMPIRICAL FINDINGS**

- (i) Soft skills are very important to the success of the accountants in the finance industry.
- (ii) The most important soft skills for the success of the Accountant on the job, in the finance industry are teamwork skills, creativity/problem-solving skills, leadership skills, supervision skills, and listening skills. The soft skills of flexibility and diplomacy are important but are not as important as those listed above.
- (iii) The most critical work activities performed by accountants in the finance industry are managing the accounting/finance function.

accounting systems and financial reporting, financial and economic analysis, auditing and investigations and tax compliance.

- (iv) The modern entry-level professional account is not educated enough in the area of soft skills.
- (v) Companies in the finance industry organize soft skill training for their employed accountants to augment their deficiency in areas such as teamwork, creativity/problem solving, and relationship building but this has not been on a large scale.

## RECOMMENDATIONS

- (i) The soft skill gap starts from the undergraduate University courses and as such there is an urgent need for a more holistic approach towards educating accounting professionals. In essence the educational system has to be reformed to provide for a better grounding in business skills as part of the curriculum.
- (ii) The Institute of Chartered Accountant of Nigeria (ICAN), and the Association of National Accountants of Nigeria (ANAN) being the recognized professional accounting bodies in the nation should revise their curricula to include soft skill based subjects.

## CONCLUSION

This study has successfully investigated the soft skill requirements of accountants in the finance industry. it is now clear that the success of an accountant in the finance industry in modern times would be a daydream without the development of soft skills.

Contributions have also been made in terms of recommendations, for the enrichment of the accounting curriculum of tertiary Institution and Professional accounting bodies in Nigeria to provide for the development of these invaluable skills.

The research work was constrained by restricted access to the Chief Financial Controllers of companies in the Banking and Insurance sectors of the finance industry. The data used therefore was collected mainly from accountants in middle level management position. Besides, the sample size was not large enough for conclusive inferences to be made from the findings. Further researches on the issue should include respondents from all the professional accounting bodies, CBN, CIBN and Academia.



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