

Environmental Accounting and Corporate Reporting Quality of Nepalese Manufacturing Companies

A Dissertation Submitted to Office of the Dean, Faculty of Management in partial
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By

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Certification of Authorship

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled **“Environmental Accounting and Corporate Reporting Quality of Nepalese Manufacturing Companies”**. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor. It has been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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Report of Research Committee

Mr. Narendra Singh Mahar has defended research proposal entitled “**Environmental Accounting and Corporate Reporting Quality of Nepalese Manufacturing Companies**”, successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestions and guidance of supervisor Ramakant Bhattarai and submit the thesis for evaluation and viva voce examination.

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Approval Sheet

We, the undersigned, have examined the thesis entitled “**Environmental Accounting and Corporate Reporting Quality of Nepalese Manufacturing Companies**” presented by Narendra Singh Mahar a candidate for the degree of master of Business Studies (MBS Semester) and conducted the Viva voce examination of the candidate. We hereby certify that the thesis is worthy of acceptance.

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Narendra Singh Mahar

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ABBREVIATIONS

ABC:	Activity Based Costing
CVP:	Cost Volume Profit
FIF:	First in first out IRR
IRR:	Internal rate of return
JVBs:	Joint Venture Banks
MA:	Management accounting
MAPs:	Management Accounting Practices
NPV:	Net present value
PBP:	Payback Period
PMS:	Performance Management System
SEM:	Strategic Enterprise Management
SMEs:	Small and medium enterprises
VBM:	Value Based Management
ZBB:	Zero Based Budgeting

ABSTRACT

Management accounting gives businesses a significant chance to compete in the market by giving clients high-quality goods and services. The purpose of this study was to investigate how management accounting techniques affect the performance of manufacturing firms, particularly those operating in Nepal. With a descriptive methodology, the study focused on a population of 1,800 employees of Dabur Nepal, Bottlers Nepal and Unilever Nepal., involving staff from top, middle, and lower management levels. Convenience sampling was used to ensure an unbiased selection, crucial for drawing accurate conclusions. A total of 400 questionnaires were distributed for primary data collection, which was conducted through a questionnaire.

The study found that among manufacturing companies in Nepal, the most commonly used management accounting practice information for decision-making which shows positive and significant impact on reporting quality while budgeting and planning shows positive but insignificant impact on reporting quality. Similarly, performance evaluation shows negative but significant impact on reporting quality while costing system and controlling and planning shows negative and insignificant impact on reporting quality. The study suggests that firms should increase their awareness of the significance of information for decision-making practices, given its prevalence as the top management accounting practice in Nepalese manufacturing companies.

Key Words: Accounting, Budgeting, Performance, Costing, Controlling, Decision making

CHAPTER- I

INTRODUCTION

1.1 Background of the Study

Accounting is the process of recognizing, documenting, classifying, summarizing, evaluating, interpreting, and conveying a financial transaction in terms of its monetary value (Bhatt et al., 2023). Bookkeeping was a craft as much as a science. Furthermore, certain standards are adhered to even in bookkeeping, just like in any remaining scientific surges. A few assumptions also formed the basis of accounting. These ideas and precepts are known as accounting ideas or precepts. Determining the results and financial status of a specific period's business operations was one of accounting's main objectives (Campos et al., 2022). However, the breadth of accounting has grown in recent years due to an increase in commercial firms and competitiveness. In order to handle the problem of groups such as the government, lenders, suppliers, customers, and so on, bookkeeping was also necessary (Mitchell, 2015). The process of giving managers financial information and tools to aid in decision-making is referred to as management accounting. The organization's internal word is the sole element that sets management accounting apart from financial accounting. During this process, the management team of the business receives financial reports such as the invoice and the financial balance statement. In order to make better and more accurate decisions that govern the company, its operations, and its expansion, management accounting seeks to use this statistical data (Anthony & Welsch, 1997).

Accounting played a crucial role in our economy. Bookkeeping was the process of documenting a company's financial transactions. As part of the accounting process, these transactions are compiled, examined, and reported to oversight bodies, tax collecting agencies, and authorities. An organization's activities, financial situation, and revenue are summarized in the fiscal reports used in bookkeeping, which are a brief summary of financial transactions over an accounting period (Branka, 2012). The regular implementation of accounting rules that serve as the foundation for the collection and documentation of the company's daily financial operations is known as an accounting practice. Therefore, bookkeeping was the approved and practical use of bookkeeping and inspection policies and procedures to evaluate and filter the business's regular financial

transactions. Executive bookkeeping, monetary bookkeeping, and cost bookkeeping were the three categories into which bookkeeping was divided (Bhandari, 2007).

In this study report, the management accounting system was highlighted. Board bookkeeping, also known as administrative bookkeeping, is a process that provides the director with financial information and assets for navigation. The organization's internal term was the only factor that set management accounting apart from financial accounting (Dongal & Prajapati, 2014). The financial balance statement in this plan will be shared between the financial administration and the company's management term. The objectives of management accounting are to use this statistical data to control the business, activities, and development, as well as to make better and more accurate judgments. Numerous techniques and instruments are used in management accounting, including as costing, financial accounting, business analysis, economics, and others. (Branka, 2012).

Executive bookkeeping measures help CEOs make decisions that meet an association's goals by breaking down and reporting financial and nonfinancial data. The board bookkeeping refers to the board information and documents that provide the best financial and factual direction needed by controlling to set a current and daily objective. Executive bookkeeping involves preparing and providing business executives with easily accessible financial and factual information. in order for them to decide on daily and short-term management. Monetary and cost bookkeeping are essential to board bookkeeping. Baines and Langfield-smith (2003) found a high link between strategy alterations and modifications to management accounting methods. Since it calculates the monetary and non-monetary manifestations of and associations, some exploratory investigations have concluded that the administration accounting frameworks play an important role in critical administration. Reliable data from management accounting facilitates timely, methodical decision-making (Rose, 2002).

With a vast population still living below the poverty level, Nepal was the world's most undeveloped nation. The complicated geological situation also destroyed the agro-overwhelm economy. Nepal can be improved by a number of factors, including its landlocked situation, poor asset preparedness, lack of corporate vision, erratic government policies, political instability, and lack of institutional duties (Paudel, 2018). Consequently, banks contribute significantly to the economic prosperity of the nation. It

focuses on the foundations of the money market in a developed country. Currently, banking is a basic industry that operates on the periphery of both the global monetary system and the general public. According to Dongal and Prajapati (2001), monetary frameworks allow assets to be allocated, donated, or transferred between financial regions. A highly focused monetary framework is crucial to the health of the nation's economy and the global economy. A key component of such a system was banking, which Rose (2002) noted was arguably one of the most strictly regulated industries in the world. As a result, many writers contend that the bank has had a greater influence on the growth of the world economy than any other organization. Management accounting strategies could provide a company with a sustained competitive edge. Instead of providing historical data, especially on variance analysis, management accounting techniques increasingly involve involvement in an organization's strategic planning process (Wagle & Dhal, 2004).

Consolidation, geographic expansion, worldwide banking, and a higher chance of failure are some of the problems that are arising in the sphere of manufacturing companying. The development of manufacturing firms and financial institutions focusing on urban areas with high credit flows to unproductive sectors like real estate, housing, and margin type lending, on the one hand, and the sharp decline in the current account, reserve, declining confidence, and liquidity stress in the banking sector, on the other, are all signs of increased external and financial sector risks. Because banking institutions are risk-taking enterprises, a management accounting system facilitates decision-making, planning, control, assessment, and reporting quality. Additionally, management accounting data was utilized to coordinate choices about product design, production, and marketing as well as to assess an organization's performance (Wagle & Dhal, 2004).

The relationship between the costing system, budgeting and planning, controlling and reporting, decision-making, performance evaluation, and reporting quality is therefore examined in this study. Additionally, examine how decision-making, performance evaluation, controlling and reporting, budgeting and planning, and costing systems affect reporting quality.

1.2 Problem Statement

The financial sector was not particularly a high-benefit industry, but it was a high-risk

one. Risk and return management was quite difficult in the banking industry. The traditional government management system was incorporated into the internal management system of several manufacturing enterprises in Nepal. In other establishments, the HR sheet has not yet been determined. It was a very valuable intangible asset, nonetheless (Koirala & Acharya, 2013).

This study investigates the influence of internal management accounting functions—namely costing systems, budgeting and planning, controlling and reporting, decision-making processes, and performance evaluation—on the quality of corporate reporting. These independent variables represent key components of environmental accounting systems that may enhance or hinder the transparency, accuracy, and comprehensiveness of corporate disclosures. The dependent variable, reporting quality, reflects how effectively companies communicate environmental and financial information in their reports.

The central problem is the lack of empirical understanding of how specific environmental accounting practices within managerial functions contribute to or detract from overall reporting quality. Without this insight, organizations may fall short in meeting stakeholders' expectations for environmentally responsible reporting and compliance with sustainability standards. This research aims to bridge that gap by analyzing the relationship between internal accounting practices and the quality of corporate reporting in the context of environmental accountability.

In recent years, the integration of environmental considerations into corporate financial practices has gained significant attention, prompting the need for more robust and transparent corporate reporting systems. Despite this growing emphasis, many organizations continue to struggle with the effective implementation of environmental accounting mechanisms and their impact on reporting quality. The quality of corporate reporting, particularly in reflecting environmental impacts, is essential for stakeholders' trust and sustainable decision-making.

In the face of escalating environmental challenges and growing stakeholder awareness, businesses are under increasing pressure to integrate environmental considerations into their accounting and reporting practices. However, the implementation and disclosure of

environmental accounting remain inconsistent across industries and jurisdictions. Many corporations either inadequately report or omit critical environmental information, which undermines the overall quality, transparency, and reliability of corporate reports. This gap raises concerns about the effectiveness of current environmental accounting practices and their impact on corporate reporting quality. Consequently, there is a pressing need to examine how environmental accounting influences the quality of corporate disclosures, and to identify the factors that enhance or hinder the integration of environmental performance in corporate reporting frameworks. (Khadka, 2019).

Success was the methodical implementation of a strategy; profit does not just happen. Every action needs to be organized and controlled in order to be successful. In order to explore the scenarios in which manufacturing organizations use management accounting tools, we find that the procedures are inadequate (Paudel, 2016). Additionally, it provides information to aid directors in their planning and oversight tasks. The bookkeeping exercises for executives include collecting, organizing, managing, analyzing, and presenting data to the board.

The modern economy enters the information age. In order to obtain a competitive edge, Karki (2009) examined the existing applications of management accounting tools and methodologies. The HR bookkeeping framework was later developed as a result of the competitive business environment in the banking industry. Nepal is a developing country that has suffered greatly from limited resources, particularly capital, specialized knowledge, unlucky labor, poor planning, ineffective data and control systems, poor strategy implementation, and political instability (Otley, 1980). In order to close a gap, this study examined the role of the executives' bookkeeping framework and the extent of the board bookkeeping's purpose in Nepalese assembly companies. In this way, the specific exam question was as follows.

- i. What are the essential elements of management accounting for Nepali manufacturing firms?
- ii. What connection existed between Nepali manufacturing enterprises' reporting quality and the elements of management accounting practice (costing system, budgeting & planning, controlling & reporting, decision making, and performance evaluation)?

- iii. How do the costing system, budgeting and planning, controlling and reporting, decision-making, and performance evaluation all aspects of management accounting practice affect the reporting quality of Nepali manufacturing firms?

1.3 Objectives of the Study

This study's main objective was to investigate the impact of executives' bookkeeping framework practices in Nepalese manufacturing companies.

- i. To evaluate the primary management accounting variable of Nepali manufacturing firms.
- ii. To investigate the connection between Nepali manufacturing enterprises' reporting quality and management accounting components (costing system, budgeting & planning, controlling & reporting, decision making, and performance evaluation).
- iii. To examine how the costing system, budgeting and planning, controlling and reporting, decision-making, and performance evaluation components of management accounting affect the reporting quality of Nepali manufacturing firms.

1.4 Rationale of the Study

The main goal of the review was to examine how the administration bookkeeping framework affects hierarchical execution in Nepalese assembling organizations. Making a system, autonomous direction, controlling, and execution assessment will be crucial when the examination is finished. Because it looks at the potential for better management accounting practices in the future and takes into consideration the existing situation, the following study was important and, with its help, can be very important for national planners (Rose, 2002). Executives, investors, legislators, academics, and the general public such as contributors, potential customers, and financial backers—benefit greatly from the reviews. Because they rely entirely on accurate bookkeeping data for their preparation and methods. The evaluation advises the NRB to conduct simple bookkeeping procedures, work on financial data, and force fraudsters to disclose legitimate and appropriate financial situations. This examination's main justification was as follows (Smith, 2009):

The study could serve as a foundation for further investigation and analysis by academic

scholars who are considering a career in accounting. Students would gain more knowledge and skills about the factors that influence how well guides are accepted by reading the study's archived report, which is readily available in the library. Additionally, the study would greatly expand our understanding of how management accounting practices are used by Nepali industrial firms. These papers would be helpful to stakeholders outside of the academic community and researchers who want to do more research (Pavlatos & Paggios, 2009).

Before deciding whether or not to finance a manufacturing company, an investor could use the study's findings to determine whether the company follows stringent cost control procedures, conducts project appraisals prior to project initiation, and has long-term plans for market expansion, revenue growth, and increased profitability. The review's findings would put the region's financial backers in a better position to determine how the Guides affect hierarchical execution and to understand the best practices for business execution and sustainable productivity (Otley, 2009).

The public authority would be able to understand the factors that affect how well the guides are received by Nepali assembling organizations and how much the produced agreements affect fabricating organizations (Munakarmi, 2002). Furthermore, because the review would highlight the factors that influence how well the guides are received by assembling organizations, it would provide useful information to the public authorities and strategy producers for adaptable and creative methods that would be trustworthy in light of the current financial and competitive natural factors. Through a variety of partners, the public authority would endeavor to push functional approaches that would ensure rapid growth of the areas, resulting in a significant commitment to the economy and opportunities for job creation (Karki, 2021).

1.5 Limitations of the Study

This study was not an exception to the general rule of research because the world was always changing. Nonetheless, every attempt has been made by the researcher to reduce the constraints. The following are some of the limitations of the current study:

- i. Only three of the 19 manufacturing companies' employees are included in the sample.
- ii. Only management accounting tool practices are examined in this study. It does not

take the tools' implementation into account.

- iii. The practices of a few key tools and procedures are the primary focus of this study.
- iv. The data from manufacturing company management, the numerous documents the companies provided, and the respondent's reaction during the informal discussion served as the foundation for the study's correctness.

CHAPTER- II

LITERATURE REVIEW

This chapter reviews the theoretical, conceptual, and empirical research on this subject that has been done by many academics over time. This chapter summarizes the body of literature on the subject at hand based on my understanding, research, and pertinent studies, as well as reviews of earlier articles and theses. As a result, the theoretical review is covered in the first section, the conceptual review in the second, and the empirical review in the third, which is followed by the research gap.

2.1 Conceptual Review

2.1.1 Management Accounting Practices

Management practice helps an association survive in the serious, continuously changing world because it gives an association a major advantage in directing executive activity, evoking certain behaviors, and upholding and making social qualities crucial to achieving an association's primary goals. The internal needs of management are the main focus of MA (Hiernaux, 2020). This method was intended to evaluate performance and generate future projections, in contrast to traditional financial accounting, which concentrates on historical data regarding legal financial matters like ownership, investment, credit granting, taxation, regulation, and establishing the foundation for conservative and consistent external reporting "in accordance with generally accepted accounting principles." Adaptability was a key attribute of MA since it implies that careful thought has been paid to determining the executives' important needs, many of which cannot be clearly identified in advance (Parker, 2002).

MA is "the process of identification, measurement, accumulation, analysis, preparation, interpretation, and communication of financial information used by management to plan, evaluate, and control within an organization and to assure appropriate use of and accountability for its resources," according to the Institute of Management Accountants (IMA), a professional association of both practicing and academic management accountants. MA also prepares financial reports for non-executive organizations such as cost experts, administrative agencies, investors, and lenders (Smith, 2009). To enable the executives to work autonomously, MA gives them information based on the current circumstances. According to McWatters (2001), there are three characteristics of quality

management accounting data: behavioral: it encourages actions consistent with a business's strategic objectives; Technical: it provides relevant information for strategic decision-making and enhances understanding of the issue under study; additionally Cultural: it encourages a community or organization to build a shared set of cultural values, attitudes, and beliefs. To stay competitive in today's global market, businesses need to keep improving. Great Guides help the association continuously improve. These have led to the development and implementation of numerous MA tools and methodologies around the world (Horngren & Datar, 2013).

The creation of data for the organization's managers was the responsibility of the accounting sector known as management accounting. It was the process of identifying, calculating, recording, analyzing, preparing, decoding, and communicating data that helped supervisors meet the association's aims and objectives. According to the graphed basis of the board bookkeepers (UK), Mama is a key component of the executive's engagement, requiring the identification, age, display, comprehension, and application of data. Smith (2014) further confirms that Mama involves the preparation of financial reports for non-executive audiences such as investors, banks, administrative bodies, and assessment specialists (Koirala & Acharya, 2013).

2.1.2 Function of Management Accounting

Examples of management accounting tasks that can be employed to satisfy the many demands made by management when making wise business decisions include the following:

Stewardship Function:

A traditional accounting technique known as the stewardship function calls on stewards or agents, such as directors, to furnish accurate and pertinent financial data regarding assets under their control that belong to other people, such as shareholders. In addition to being responsible for providing information, stewards should also submit to an audit. Stewardship capabilities adhere to a legitimate bookkeeping system that satisfies legal and business requirements but is less dynamic and detailed than the financial bookkeeping and the expert actions of executives. Bajracharya et al. (2005) state that the stewardship function was practically nonexistent at the time and was mostly used for small enterprises that did not require more advanced techniques (Mathuva, 2019).

Controllership Function:

The controllership exercises are crucial to the accounting system, and the regulator was the association's senior bookkeeper. It includes important tasks like financial record keeping and detailing, internal review, charge and cost organization, administrative bookkeeping, benefit organization, and bookkeeping data structure, among others. Maintaining financial discipline and maximizing profits are the fundamental objectives of the controllership function (Bajracharya et al., 2005). Additionally, distinct capabilities?

2.1.4 Cost-Volume-Profit Analysis

The cost-volume-benefit inquiry method of executive bookkeeping examined the relationship between revenue, cost, and benefit across a specific time period and a sizable range of movement. The cost behavior pattern, including how to adjust expenses in response to changes in activity level, must be considered. The answer was that different expenses reacted differently to changes in volume. "When selling value, result level, variable expense per unit, and justifiable expenses of an item change, cost-volume-benefit (CVP) analysis takes into account how total income, total costs, and working pay behave" (Ittner & Larcker, 2022).

2.1.5 Flexible Budget

An adaptive spending plan is defined as "a spending plan which by perceiving was designed to adjust as volume of result changed."(The London-based Chartered Institute of Management Accountants). a budget that may be modified to account for changes in the number of transactions and other activities that result in costs. The management can modify the flexible budget to accommodate varying activity levels, but it adheres to the same structure as the master budget. The flexible budget will be created based on the performance review's real activity level. In contrast, the expert financial plan remained unchanged to act as the essential benchmark for assessing performance. According to Kooirala et al. (2010), it only shows earnings and expenses at the first set of movement degrees.

2.1.6 Standard Costing

According to ICMA London, "Standard cost was a pre-determined cost that was calculated from the management's standard of effective operation and the applicable necessary expenditure." The engineering-based predetermined cost of the product. With a

fixed quantity expressed in rupees for materials, labor, and overheads for an anticipated creation, the details and dealing with highly skilled value creation concepts and future market pattern numbers are presented. By anticipating what the typical spending of an activity or administration should be in a given scenario and subject to specific costing demonstrations, a framework known as "standard costing" was created to control costs for each unit or cluster (Koierala et al., 2010).

2.1.7 Zero Based Budgeting

ZBB was a method and tool for selection and organization. It functions differently than traditional budgeting. The department manager just needs to justify budget increases over the previous year in traditional budgeting. As a result, any previously spent funds will be reimbursed. The previous expenditure amount for ZBB was not specified. The capacities of each division were carefully assessed, and all consumption—rather than simply increments—was endorsed. Beginning with the Zero-Base, ZBB mandated that all managers provide a thorough defense of their budget demands. The zero base was uninterested in whether the overall spending plan was growing or shrinking. The chiefs must start at the beginning and justify all expenses in terms of benefits and costs (Karki, 2021).

2.1.8 Accountability Accounting

In the complex and ever-changing world we live in today, it is impossible to oversee and regulate every association. Decentralization was unquestionably required. The system and structure of obligatory bookkeeping was dispersed. The corporation as a whole was divided into smaller divisions, departments, branches, product lines, and so forth. A thoughtful person, the director, oversaw and limited each section. Because they are entrusted with power and duty, managers are held accountable. Managers should report to top management on the performance of the unit.

The organization's subunits or responsibility centers can be identified as having primary responsibility for every activity, measure, and goal to be accomplished, as well as reporting of these measurements, with the use of responsibility accounting (Stratton, Hornigre & Sudem, 2000).

(IOMA, USA) Responsibility Accounting is an accounting technique that assigns responsibility centers to oversee capital, costs, and revenues. Previously focusing just on the financial performance of the subunits (cost, revenue, and profit), responsibility accounting now assesses the whole performance of the unit.

2.1.9 Theory of Environmental Accounting

A framework known as "environmental accounting" incorporates environmental benefits and costs into conventional accounting systems. Businesses and governments have an impact on the environment, and both positive and negative effects should be assessed, documented, and reported alongside financial data, according to the idea underlying environmental accounting.

Accounting has always exclusively examined financial transactions. By taking into account environmental elements including pollution, resource depletion, waste management expenses, and expenditures in sustainability projects, environmental accounting broadens this perspective. The objective is to offer a more thorough assessment of a country's or organization's success than merely financial profitability.

According to the notion, companies can make better decisions that strike a balance between environmental stewardship and economic success by internalizing environmental costs (such as emissions, water usage, and waste treatment). Additionally, it increases responsibility and openness to all parties involved, such as the public, investors, and regulators.

This theory takes a number of approaches:

Emissions, trash, water and energy use, and other physical quantities are measured in physical environmental accounting.

Monetary environmental accounting is the process of giving environmental effects monetary values and incorporating them into financial reports.

By determining environmental costs and chances for savings, Environmental Management Accounting (EMA) focuses on internal decision-making.

The fundamental premise is that sustainable growth can result from managing and lowering environmental costs when they are apparent.

2.1.10 Theory of Corporate Reporting

The theories and ideas that describe why and how businesses provide financial and non-financial information to its stakeholders—such as investors, regulators, employees, and the general public—are referred to as corporate reporting theory. It includes both obligatory reporting (like legally required financial statements) and optional disclosures (like sustainability reports).

These are some important theories that explain why companies report the way they do:

Agency Theory:

Assumes that managers and owners (shareholders) are distinct entities. Reporting guarantees that managers behave in the best interests of shareholders and lessens information asymmetry.

Stakeholder Theory:

Implies that businesses have obligations to a wider range of stakeholders, including the environment, community, and employees, in addition to shareholders. ESG (Environmental, Social, and Governance) data is a reflection of this in corporate reporting.

Legitimacy Theory:

Suggests that businesses reveal information in order to remain legitimate in the eyes of the public, particularly if their operations have an influence on the environment or society.

Signaling Theory:

Argues that in order to draw in investment and enhance their reputation, businesses should use reporting to communicate good signals to the market, such as great financial performance or social responsibility.

Institutional Theory:

Suggests that corporate reporting is shaped by pressures from laws, norms, and industry practices.

The components of corporate reporting are:

Financial Statements: Income statement, balance sheet, cash flow statement.

Management Commentary: Discussion of financial performance and future outlook.

Sustainability Reporting: Environmental, social, and governance (ESG) disclosures.

Integrated Reporting: Combines financial and non-financial information for a holistic view.

2.2 Empirical Review

Ezechukwu et al. (2024) analyzed how Nigerian consumer goods companies' Reporting Quality is affected by their use of environmental management accounting techniques. This study specifically looked into how environment management accounting practices affected return on equity and return on asset. The study also examined the financial reporting requirements for environmental management in Nigerian consumer products industries. Since determining the effect was the primary goal of this study rather than altering any factors, an ex-post facto research strategy was employed. The study's selective sample was restricted to ten (10) listed consumer goods companies whose annual reports were accessible for the 16-year period between 2007 and 2022. The data was examined using regression analysis using ordinary least squares. The results showed that environmental management accounting rules have a considerable effect on return on asset but not on return on equity. The survey also found that there were notable differences in how Nigerian consumer goods companies reported their environmental management accounting practices. The study's conclusions led to a number of suggestions, one of which was that Indigenous and foreign consumer goods corporations ensure that stringent environmental accounting practices are adhered to in order to enhance stable Reporting Quality.

Akuma et al. (2024) evaluated the relationship between Ghanaian manufacturing institutions' sustainability performance (SsP) and management accounting practices (MAPs). The sub-constructs of MAPs consist of the following: Strategic Management Accounting Practices (SMAP), Budgeting System (BS), Costing System (CS), Decision Support System (DSS), and Performance Management System (PMS). Environmental Performance (EP), Social Performance (SP), and Financial Performance (FP) are the three sub-indicators that comprise SsP. This study gathered quantitative data from managers of Ghanaian industrial organizations using a cross-sectional survey approach. To do this, a standardized questionnaire was used. The data from 266 respondents was processed using Smart PLS (version 4), and analysis was done using structural equation modeling. The study found significant positive relationships between CS and FP, DSS and EP, DSS and SP, PMS and EP, PMS and SP, and SMAP and EP. No noteworthy connections to any other directs were found. By establishing an empirical link between SMAP and SsP of

Ghanaian industrial businesses, the study contributes to the body of knowledge on MAPs. By recommending Ghanaian manufacturing enterprises to constantly evaluate the behavior of competitors before making choices, these findings contribute to the body of knowledge on MAPs and strengthen their sustainability. The study suggests that Ghanaian manufacturing company leadership use CS (job costing, process costing, and variable costing), DSS (customer profitability analysis and net present value analysis), PMS (ratio analysis and tracking the reasons why employees miss work or leave the company), and SMAP (continually monitoring what competitors are doing before making decisions) to improve their sustainability performance (SsP).

Pramono et al. (2023) examine how the manufacturing sector in Indonesia, which is one of the biggest emitters of carbon dioxide, is implementing the Sustainable Development Goals (SDGs). SDG 9: Sustainable Industrialization and Innovation and SDG 12: Sustainable Consumption and Production Patterns both call for the implementation of sustainability in this area. However, poor countries often find it challenging to support the SDGs' fulfillment due to the immaturity of their manufacturing sectors. This study empirically examined the relationship between sustainability management accounting (SMA) and environmental management systems (EMS) to determine whether they may improve Reporting Quality (OP) in the Indonesian industrial sector. Questionnaires were employed as survey tools, and data was gathered quantitatively. In this study, 325 respondents made up the sample, and structural equation modeling, or SEM, was utilized to evaluate the data. According to the study's findings, there is a significant and positive relationship between EMS and SMA as well as between these two variables and OP. The findings indicate that EMS mediates the relationship between SMA and OP in the Indonesian manufacturing sector. This study highlights the importance of SMA and EMS as tools for achieving SDGs in the industrial sectors of developing countries.

Susilawaty and Lubis (2023) examined the development of management accounting practices, with MAP serving as a resource for managers to get the appropriate data for decision-making so they could compete with other market firms. There was never a flawless organizational leadership approach that applied to every company and situation, according to contingency theory. Additionally, this theory examines a variety of internal and external elements referred to as "contingency factors" that help management choose the most effective management accounting practices. Using a narrative approach, the

material evaluated for this study is a collection and synthesis of earlier research on the evolution of management accounting practices. Data was collected from international journals published by Emerald, Elsevier, Fundacao Escola de Comercio Alvares Penteado, MDPI AG, Routledge, Springer, and Taylor & Francis Ltd. that were included in the Scopus index. The sample includes up to 19 publications that discuss the evolution of management accounting methods between 2018 and 2023. It may be deduced from the quantitative methodology used in many empirical research that, depending on a variety of factors, traditional management accounting methods are still used more frequently than contemporary ones.

Kaharti (2023) analyzed how management accounting practices (MAP) affect MSMEs' (micro, small, and medium-sized enterprises) in Indonesia's Kebumen Region of Central Java. A survey study design approach was used to collect data from 140 MSME owners using a structured questionnaire. The data was analyzed using both descriptive and inferential statistical techniques using SPSS version 20. Except for Strategic Management, which received little testing, PAM had little impact on MSMEs' performance. When MSMEs are assessed simultaneously, PAM affects their performance. The results show that there is a significant positive association between the independent variables (cost-determining system, budgeting system, performance assessment system, decision-support system, and strategic management accounting system) and the dependent variable (business performance).

Gyamera et al. (2023) reviewed a large number of management accounting studies. Previous studies have examined different facets of management accounting. However, the impact of management accounting services on the financial performance of SMEs has not been thoroughly examined. This study aims to bridge this gap by investigating how management accounting services affect the financial performance of SMEs in Ghana's manufacturing, service, and commerce sectors. The study's population consists of registered SMEs from the Registrar General's Department. The sample size was calculated using a population of 4,000 registered small and medium-sized businesses, producing 365 SM-formula. Managers of SMEs were chosen, contacted, and given questionnaires to complete through a systematic sample technique. In this study, agency theory and the Technology Acceptance Model (TAM) were used. The PLSSEM software was used to analyze the data collected from the respondents. The study found a link

between SMEs' success and management accounting strategies.

Pedroso and Gomes (2023) researched on the paradigm shift and upcoming problems related to the current function of management accounting are analyzed. This effort aims to map the field of management accounting (MA) research, clarifying its current state and highlighting areas that require more research. This research analyzed 784 papers published between 1958 and 2019 in 220 scientific journals that are indexed on Clarivate Analytics' Web of Science (SCIEXPANDED and SSCI). The process used content analysis, bibliometric analysis, and regression analysis. The most relevant management accounting journals, authors, and subjects were identified, along with trends and patterns in the literature. Furthermore, seven clusters that represent the overall topic research framework of the management accounting subject were discovered. This study shows how management accounting developed into a versatile instrument that aided in managerial choices at all levels of the business. Research on MA was carried out in response to these current concerns regarding sustainable development and the digitization of business operations. As a result of the study's findings, management accounting researchers were given both theoretical and practical advice. These studies might be useful to industry professionals who want to learn more about the latest advancements in management accounting methods, strategies, and concepts.

Oladele (2023) analyzed the relationship between management accounting techniques (represented by benchmarking, value chain accounting, and balance scorecard) and performance SMEs; It also examined how the quality of accounting information functions as a mediator in the relationship between the performance of SMEs and management accounting strategies. A questionnaire was used to collect the study's primary data, which were subsequently analyzed using partial least squares (PLS) techniques. The results of the study demonstrated a strong positive correlation between benchmarking data and SMEs' performance as measured by the balanced scorecard. The findings, however, indicate that there was no substantial correlation between value chain expenses and the success of SMEs. Furthermore, this study only discovered that the relationship between the balanced scorecard and performance, as well as the performance of SMEs, is significantly positively mediated by the quality of accounting information. The study concludes that the performance of SMEs was positively connected with management accounting techniques (balanced scorecard, value chain costing, and benchmarking), and

that the quality of accounting information acted as a mediating factor in the relationship between management accounting techniques and SMEs' performance. In order to enhance performance and set themselves up for ongoing improvement, the study suggests that SMEs' owners and managers use business process management, balanced scorecards and benchmarking as management accounting techniques, and accounting information quality as a decision support system.

Campos, Gomes and Santos (2022) showed the rise of the economies of many nations has been significantly aided by the hotel sector. From a business perspective, using the best management accounting (MA) techniques and procedures was crucial to a company's performance. However, studies in this specific area of the hotel industry were scattered across the scientific literature in a range of document types, languages, and time periods (2000–2020). To bridge this gap, a thorough analysis of the global efficacy of management accounting practices in the hospitality sector was necessary. For this study, the Web of Science database was accessed in three different languages, and the PRWASMA guidelines were used to arrange the publications that would be included. This provided an empirical foundation for the critical approach to this topic. The study's critical eye and thorough analysis of the literature on hotel management accounting techniques were its most significant contributions. The research's creative methodology focuses on data showing how certain hotel management accounting techniques, such the USALI and particular operational ratios, have become more and more popular over time. From a practical standpoint, the study's findings demonstrate the most popular management accounting techniques in the hotel sector and their overall effectiveness. It also illustrates the importance of the procedures in supporting hotels' decision-making and the challenges they have in implementing them.

Abdinabievna (2021) examined on organization of management accounting for the strategic potential of enterprises. The article develops a set of strategic potential indicators to facilitate a comprehensive assessment of the effectiveness of the strategic management system. After it was confirmed, a model form was proposed to create a strategic forecast balance sheet that assesses the probability that a business will meet its strategic goals. It is shown how to use the strategic forecast balance to perform appropriate analytical calculations, impartially assess the results, and determine the causes of deviations. To find effective ways to accomplish the strategic goal, the article

recommends assessing and analyzing strategic potential. It was suggested to establish a connection between strategic development and reproduction in order to optimize strategic potential. For the comprehensive assessment of strategic capability, a fuzzy set theory technique was proposed, accounting for economic viewpoints, practice analysis, and industrial characteristics. By using the defatation process to modify both non-financial and numerical factors in different directions in order to produce a logical relationship, the strategic potential values of the state enterprise "Navoi Mining and Metallurgical Combine" for 2020–2024 were established.

Kushwaha (2021) examined insurance business management and accounting procedures. Primary and secondary sources of data gathering are used to gather the essential information and data. The primary research findings, cash flow and short-term budgeting, are mostly employed as instruments in a small number of insurance companies in Nepal. The study found that ARR was the most commonly used technique (69%) in the capital budgeting processes of the selected insurance companies in Nepal, while PBP, NPV, and IRR are less commonly used methods for long-term investment decisions. Additionally, this study shows that 85% of the selected insurance companies in Nepal use profit and loss realized by the end of the year as a metric to evaluate and monitor their overall performance. Although 29% of the organizations implemented budgetary management, conventional costing and breakeven point procedures are not used. When it comes to transfer pricing, the selected Nepalese insurance companies only use (25%) cost-based pricing and (33%) their own rates. Due to a lack of resources, knowledge, or experience, 11% of the selected Nepali insurance companies use market-based pricing and price negotiation less frequently than any other pricing strategy, while 18% do not use any pricing strategies at all. The values for planning, budgeting, and costing are 1.82, 2.227, controlling, and reporting, respectively, at 5.340 for the variance inflation factor of independent variables. It is possible to draw the conclusion that the overall Reporting Quality of the selected Nepalese insurance businesses has greatly improved because the values of each variable are less than 10.

Emiaso, Egbunike and Patrik (2021) investigated the association between the use of strategic MA approaches and the reporting quality of manufacturing organizations in Nigeria. The study employed a survey research design. The study's population consists of all the manufacturing businesses in Delta State, Nigeria. Simple random sampling was

used in the study. Fifteen manufacturing companies were randomly selected to take part in the study. To gather information for the study, managers and accountants from the sampled companies were given a self-made questionnaire to fill out. Regression and the t-test were used to test the study's hypotheses. The results of the study show a positive correlation between the reporting quality of the firms surveyed and the use of strategic MA tools. The study found a significant difference in the effectiveness of decision-making between the use of strategic MA tools and standard MA procedures, and it concluded that applying strategy MA practice was crucial to improve the firm's reporting quality. In order to ensure efficient and useful decision-making processes that would enhance reporting quality, the study advises manufacturing companies, especially those in Delta State, to adopt appropriate strategies to employ Strategic MA tools.

Ahmed and Ghani (2019) offers a priceless foundation that future research can use and helps to assess the GAP in MAPs studies conducted in various nations. Globally, MAPs (MAPs) studies have drawn increasing interest from researchers and accounting experts, particularly in areas that are changing. This study's data was gathered from previous studies and totaled based on the study's title, country, sample size, and journal of publication. The findings showed that researchers have invested a great deal of time and money in researching accounting management practices in a variety of businesses, most notably commercial banks.

Kariyawasam (2018) goal was to examine how cost accounting and MAPs are used in Sri Lankan manufacturing companies that are publicly traded. To do this, survey and applied research methodologies have been used. According to the survey, publicly traded manufacturing companies in Sri Lanka mostly used activity-based costing, with process and job costing coming in second and third, respectively. In publicly traded manufacturing organizations, MAPs place a high importance on the classic MAPs, such as planning and controlling, target costing, budgeting, and cost volume profit analysis. It suggests that traditional MAPs still have a significant influence on new MAPs in Sri Lankan industrial enterprises.

Eugine and Mwaston (2017) researched on the body of knowledge in the area of MA by providing current insights on both literature and research methodologies. In this manner, the study can be used as a reference by scholars working on relevant subjects in the

future. The study also demonstrates that MAPs—which comprise costing systems, strategic analysis, performance evaluation, budgeting, and information for decision-making—are beneficial in improving the business performance of SMEs in the Gauteng Province of South Africa. The report offers more proof that MAP participation improves business success for small and medium-sized enterprises. Budgets, profit and loss statements, balance sheets, cash flow statements, CVP analysis, and variance analyses were among the financial and managerial accounting reports they continued to provide on a regular basis. They do not make advantage of modern MA techniques and technologies. When it comes to the utility of accounting reports, financial accounting reports are regarded as being less beneficial than MA reports. The study has implications for theory and management. Theoretically, this study develops the idea of MA by closely examining the connection between management account practices and business success. The study thus makes a substantial contribution to the corpus of existing information on the subject. By emphasizing the part MAPs play in the expansion of SMEs in developing countries like South Africa, the study also advances a new line of research into MAPs.

Therefore other empirical review shows in table 1:

Table 1

Summary of Empirical Review

Author	Objectives	Methodology	Findings
(s)			
Ezechukwu et al. (2024)	To examine the effect of environmental management accounting practices on Reporting Quality of consumer goods firms in Nigeria	The data were analyzed using ordinary square regression.	The findings demonstrated that while return on equity is not significantly impacted by environmental management accounting standards, return on asset is. The survey also discovered that Nigerian consumer goods companies differed significantly in their reporting of environmental management accounting procedures.

Author (s)	Objectives	Methodology	Findings
Akuma et al. (2024)	To assessed the connection between Management Accounting Practices (MAPs) and sustainability performance (SsP) of manufacturing institutions	Data from 266 respondents were processed using Smart PLS (version 4) and the Structural Equation Modelling.	Significant positive correlations between CS and FP, DSS and EP, DSS and SP, PMS and EP, PMS and SP, and SMAP and EP were discovered in the paper. There were no notable links with any other directs. The study adds to the body of knowledge on MAPs by establishing an empirical connection between SMAP and SsP of Ghanaian industrial companies.
Pramono et al. (2023)	To examine the implementation of Sustainable Development Goals (SDGs) in the manufacturing sector in Indonesia	325 respondents were sampled and Structural Equation Modelling (SEM) analysis was used to examine the data.	The study's findings reveal a significant and positive link between SMA and EMS, as well as between these two variables and OP. The findings indicate that EMS plays a mediating role in the relationship between SMA and OP in the Indonesian manufacturing sector.
Susilawaty and Lubwas (2023)	to review the evolution of management accounting practices, where MAP was a reference for managers to obtain the right information	The sample from 2018 to 2023 includes up to 19 articles. This study uses a narrative technique to review the literature	Many empirical studies use a quantitative approach where based on factors and considerations it can be concluded that traditional management accounting practices are more widely used than contemporary management accounting practices.

Author (s)	Objectives	Methodology	Findings
Pedroso and Gomes (2023)	to map the research on management accounting (MA), clarifying its present function and recognizing possibilities and gaps for further study	Content analysis, regression analysis, and bibliometric analysis were used.	According to the report, management accounting was evolving into a multifaceted tool that supported managerial decisions across all organizational levels. In light of these contemporary worries about sustainable development and the digitization of corporate operations, research on MA was conducted.
Kaharti (2023)	to examine the effect of Management Accounting Practices (MAP) on the performance of Micro, Small, and Medium Enterprises (MSMEs)	using a structured questionnaire to collect data from 140 MSME also using descriptive and inferential statistical tools	The results show a strong positive relationship between the dependent variable (company performance) and the independent variable (Cost Determining System, Budgeting System, Performance Evaluation System, Decision Support System, and Strategic Management Accounting System).
Gyamer (2023)	To fill the gap by analyzing the effect of management accounting service on the financial performance of SMEs in	The PLSSEM Software was used to analyze the data collected from the respondents.	The study found a positive relationship between SMEs' performance and management accounting methods.

Author (s)	Objectives	Methodology	Findings
Ghana's			
Oladele (2023)	To examine the link between management accounting techniques and performance SMEs	Using questionnaire, and analyzed using Partial Least Square (PLS) techniques.	The results of the study demonstrated a strong positive direct correlation between the performance of SMEs and both benchmarking and balanced scorecards. The findings, however, indicate that there was little correlation between value chain costing and the success of SMEs.
Campos, Gomes and Santos (2022)	To determine the overall performance in hospitality management accounting.	The bibliometric method of a systematic review focused on analyzing the role	The study's findings provide insight into the effectiveness of management accounting techniques generally and the most popular ones in the hotel sector. The significance of the procedures for aiding in hotels' decision-making as well as the difficulties they must overcome in putting them into practice are also demonstrated.
Abdinabi evna (2021)	To consider the identification of effective ways to achieve the strategic goal through the assessment and analysis of strategic potential.	The study used statistical tools like regression, descriptive and ratio analysis.	The concept of knowledge management, on the other hand, involves the formation of internal management processes, implemented through targeted interaction with the existing internal corporate knowledge system. The internal organizational knowledge system participates in this as an object of

Author (s)	Objectives	Methodology	Findings
Kushwah a (2021)	To analyze accounting practices and management of insurance	information and data are collected through primary as well as secondary sources	strategic management. Cash flow and short-term budgeting, the main research findings, are mostly used as tools in a limited number of insurance businesses in Nepal.
Emiaso, Egbunike and Patrik (2021)	to examine the relationship between Reporting Quality of the Nigerian's manufacturing companies and the application of strategic MA techniques	The study adopted the survey research design	The study's hypotheses were tested using regression and the t-test. Research findings indicate that the utilization of strategic MA tools was positively correlated with the Reporting Quality of surveyed organizations.
Ahmed and Ghani (2019)	to analyze the GAP in MAPs studies in several countries and provides an invaluable framework	Gathered from prior literature and tabulated based on title year and sample size as well as the publication journal.	The results demonstrated that a significant amount of research time has been devoted to studying accounting management techniques across a range of industries, most notably commercial banks.
Kariyawa sam (2018)	to analyze the use of cost accounting and MAPs in public manufacturing companies	Objectives applied and survey research method has been used	It suggests that traditional MAPs still have a significant influence over current MAPs in Sri Lankan manufacturing firms. Traditional methods are highly valued by MAPs in manufacturing businesses that are publicly

Author (s)	Objectives	Methodology	Findings
Eugine and Mwaston (2017)	Examine the impact of (MAPs) on the Business Performance of Small and Medium Enterprises within the Gauteng Province	They used to prepare financial and MA reports such as profit and loss, balance sheet, cash flow statement	traded. Through a rigorous examination of the relationship between management account practices and corporate performance, this study advances the MA idea in a significant way. Additionally, the work supports a fresh line of inquiry into MAPs by introducing the significance of MAPs.

2.3 Research Gap

Ahmed and Ghani (2019), Kariyawasam (2018), and Eugene and Mwaston (2017) have conducted a number of studies on management accounting and reporting quality. In order to draw more certain conclusions on management accounting, more thorough testing and variable adjustment were required in light of the limited findings from Emiaso, Egbunike, and Patrik (2021). This study's objective is very different from earlier research projects carried out by the aforementioned people.

First, this study differs from Kawor and Atinyo (2021) in that it uses a different sample size and considers a different time period. In contrast to Islam, Campos, Gomes, and Santos (2022), this study makes use of sophisticated statistical procedures such multiple regression analysis, correlation analysis, coefficient of variation, and t-statistics. What sets this study apart from its predecessors is the use of multiple regression analysis to evaluate the effect of management accounting on reporting quality.

Additionally, this study focuses on examining data from three manufacturing organizations that have not been fully explored by Kosumi and Kosumi (2021): Dabur Nepal, Unilever Nepal, and Bottlers Nepal. The study's conclusions can be helpful to anyone looking for a thorough grasp of manufacturing organizations' reporting standards and management accounting procedures.

By closely analyzing the connections between the costing system, budgeting and planning, controlling and reporting, decision-making, performance evaluation, and reporting quality, this study seeks to close these gaps.

CHAPTER – III

RESEARCH METHODOLOGY

Research philosophy refers to the various steps that specialists take (as well as the rationale behind each of these steps) when focusing on a problem. Research projects are not important unless they are consecutive and not totally determined by the particular urgent issue. In this review, enlightening exploration configuration was used. This chapter covers a variety of subjects, including research instruments, data analysis tools, and sample techniques. To achieve the specified objectives, the following approach has been used.

3.1 Research Design

Both a descriptive and a causal comparative research design were used in the study. The independent variables that affect reporting quality were the characteristics of a causal study design. A descriptive study design is used to measure, compare, and categorize the dependent variables. This study employed the quantitative research method in its investigation.

3.2 Population and Sample, and Sampling Method

The Nepal Stock Exchange presently lists 19 manufacturing businesses (Annual Report of Mero Lagani, April, 2024). Three manufacturing businesses, Dabur Nepal, Bottlers Nepal, and Unilever Nepal, employ 1800 people (Website of Dabur Nepal, Bottlers Nepal, and Unilever Nepal). 950 workers from Dabur Nepal, 650 from Bottlers Nepal, and 250 from Unilever were chosen as study participants. To achieve an unbiased selection, which is essential for coming to correct results for this study, the convenience sampling method was employed during the sample selection process. 200 employees from Dabur Nepal, 145 employees from Bottlers Nepal, and 55 employees from Unilever were chosen as a sample for this study based on this ratio.

3.3 Nature and Sources of Data

The only primary source of data used in this study was a survey given to individual factory workers. Data was collected using a five-point Likert scale in a systematic questionnaire. Because this study employed a descriptive methodology to investigate the causal link between the study variables, the results are helpful for generalization. To

guarantee its validity, experts will examine the information gathered from the survey. In order to improve the validity of the data collected by the questionnaire for this study, which will evaluate the questionnaire's face validity, several parts of it were modified after experts were consulted.

3.4 Instrument of Data Collection

Data was gathered by sending a softcopy of the questionnaire via email to 400 respondents. Following data collection, analysis was done using a number of tools in the SPSS application.

3.5 Method of Analysis

The researcher personally reviewed the primary data collected through questionnaires. The questionnaire items addressed four types of prejudice: overconfidence bias, disposition effect bias, anchoring bias, and herding bias. The questionnaires were manually completed by the individual investors. Because it encouraged responders to respond as quickly as possible, this strategy was appropriate. Data analysis and presentation are the first steps in each research effort. Several statistical and mathematical methods have been used to achieve the study's objective. The statistical techniques applied in this study include regression analysis, correlation analysis, and descriptive statistics.

3.5.1 Descriptive Statistics:

These tools, mean and standard deviation, have been utilized to characterize the accounting aspect of these variables and to determine the determinants of management accounting procedures that influence the reporting quality of Nepalese manufacturing enterprises.

Mean

One popular and widely used metric for summarizing data from a single variable is the arithmetic mean. The computation involves dividing the sum of all things by the total number of elements. The means of the various variables show the average value over the course of the investigation.

$$\text{Mean } (\bar{X}) = \frac{\sum x}{n}$$

Where,

\bar{X} = Sum of the variables 'x'

N = No. of Observation

Standard deviation

Dispersion is the degree to which distinct items depart from a core value. The standard deviation is used to quantify this dispersion; a higher standard deviation indicates greater unpredictability. While smaller standard deviations show better regularity and consistency, larger standard deviations show more variability in the data.

$$\text{Standard Deviation (SD)} = \sqrt{\frac{\sum(X - \bar{X})^2}{n}}$$

Correlation Analysis

Should look into how the costing system, planning and budgeting, controlling and reporting, decision-making, and performance evaluation relate to the quality of reporting.

In this study, the correlation coefficient between two variables, X and Y, is determined using the following formula.

$$\text{Correlation Coefficient (r)} = \frac{n\sum xy - \sum x \sum y}{\sqrt{n\sum x^2 - (\sum x)^2} \sqrt{n\sum y^2 - (\sum y)^2}}$$

Regression Analysis

to investigate the effects of accounting elements on reporting quality in Nepalese manufacturing organizations, including costing systems, budgeting and planning, controlling and reporting, decision-making, and performance evaluation.

3.6 Baseline Model

The study used Reporting Quality as a dependent variable. The independent components include the costing system, planning and budgeting, controlling and reporting, decision-making, and performance evaluation. This model was used to analyze the effects of the costing system, budgeting and planning, controlling and reporting, decision-making, and performance evaluation on the quality of reports.

$$RQ = \beta_0 + \beta_1 CS + \beta_2 BP + \beta_3 CR + \beta_4 DM + \beta_5 PE + \dots + e$$

Where,

RQ = Reporting Quality

CS = Costing System

BP = Budgeting and Planning

CR = Controlling and Reporting

DM = Decision Making

PE = Performance Evaluation

β_0 = Constant when all independent variables are Zero

$\beta_1 + \beta_2 + \beta_3 + \beta_4 + \beta_5 + \dots$ = Corresponding coefficients

3.7 Data Analysis Tools and Techniques

Data analysis is the process of gathering, modeling, and changing data in order to identify relevant information, make inferences, and aid in decision-making. Data analysis includes processing, presenting, and interpreting data. Handling information transforms it into data or information. The questionnaires' unprocessed data were used. Bivariate and multivariable analysis, recurrence, proportion, extent, fundamental number-crunching rate, proportion of the focal attractions, and proportion of scattering are all included in spellbinding analysis.

3.8 Research Framework and Definition of Variables

The link between independent and dependent variables is eloquently illustrated by the conceptual framework. To ascertain the impact of independent factors (MAPs) on dependent variables (Reporting Quality), a theoretical framework has been established. As seen below:

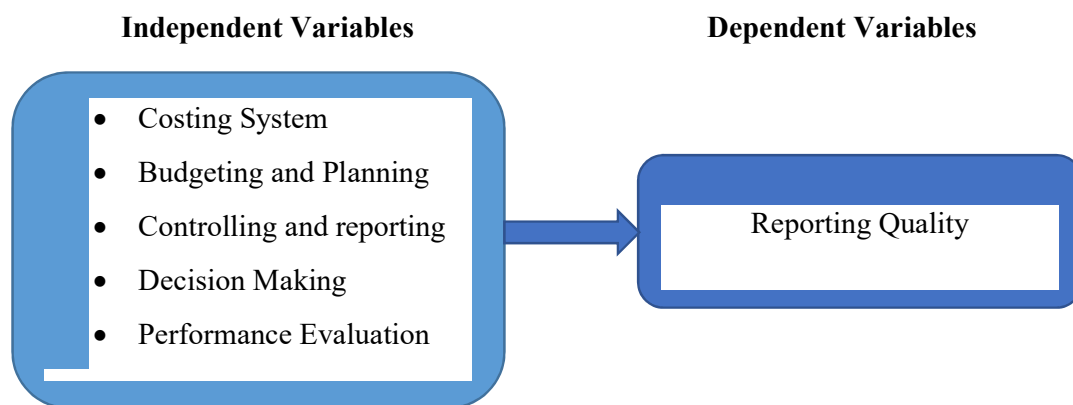


Figure 1

Research Framework

Source: (Modified from Belwase (2023) and Daniel, Mahazi and Mayanja (2020))

Definition of Variables**Reporting Quality**

The way banks are portrayed has been seen to have a major impact on monetary development. Finance companies took deposits from surplus funds and lent money to investors, which helped the economy grow overall. Direct involvement in economic activity and the channeling of funds are recent innovations in the banking sector (Branka, 2012).

Budgeting and Planning

A budget was a financial strategy for a given time frame. Budgets can be created by both individuals and corporations. The act of creating or carrying out plans, particularly those that establish objectives, guidelines, and customs for a social or economic entity; also corporate preparation and city planning. In administration, planning was associated with understanding how a goal needed to be achieved, anticipating obstacles and changes, and leveraging HR and possible opportunities to achieve the best possible result (Parker, 2002).

Controlling and Reporting

Controlling and detailing was the process of collecting, distributing, or more generally, using data to assess how well various authoritative assets and cycles, such as transactions, activities, finances, and human resources, are doing in comparison to corporate systems. The next step in the information and analysis process, after information collection, organization, and display, is "information usage," which includes controlling and announcing (Mathuva, 2019).

Decision Making

A decision-making process is the series of actions a person takes to determine which alternative or course of action best suits their needs. It was used to characterize the collection of processes managers employ within a company to decide on the best course of action for accomplishing organizational goals. Paudel (2016) asserts that it is one tactic managers can use to affect the successful and efficient accomplishment of goals.

Costing Systems

The goal of a costing system was to monitor a business's spending. The system's forms, procedures, controls, and reports were designed to gather and give management information about profitability, costs, and revenues (Bhatt et al., 2023).

CHAPTER- IV

RESULTS AND DISCUSSIONS

This section essentially combines information display, analysis, and comprehension. Statistical methods such as the mean, standard deviation, and regression analysis of variance test are used to examine and interpret the supplied data in order to arrive at the result.

4.1 Results

Management analysis (MA) includes planning, analyzing, processing, interpreting, and disseminating the information that is produced for use within organizations, as well as identifying, presenting, and interpreting the information utilized in strategy creation. In order for the executives to effectively plan, decide, and oversee activities (Shah and Ojha, 2016).

Analyzing its authoritative presentation in Nepalese assembling organizations and identifying the areas where Guides might be used to strengthen the assembling organizations were the main goals of the assessment. This chapter covers the interpretation and analysis of data. To meet the objectives, all operational manufacturing companies with their headquarters located in the Kathmandu valley are regarded as populations. Ten assembling groups were given access to some of these questions. Senior managers and other senior employees of manufacturing organizations were consulted in addition to the questionnaire.

The boss leader, administrator, diagrammed account, and other representatives are also kept in mind for this section in order to obtain further information regarding the current act of Mama rehearses. The unprocessed data was properly tallied, processed, and examined. They were shown around the tables. Tables were made based on the questions that were asked.

4.1.1 Respondent profile

In this study, women made up the majority of respondents (i.e., 264), accounting for 66% of all respondents (Table 3).

Table 2
Demographics Characteristics of Respondents (N=400)

Respondent Character	Frequency	Percentage (%)
Gender		
Male	136	34
Female	264	66
Age		
Under 25	8	2
26-35	336	84
36-45	40	10
46-55	12	3
Over 55	4	1
Profession		
Student	12	3
Salaried Private	64	16
Business	280	70
Salaried Government	40	10
Professor	4	1
Marital Status		
Single	48	12
Married	328	82
Widow	24	6
Qualification		
+2	12	3
Bachelors	96	24
Masters	292	72

Source: Self- Survey, 2025

4.1.2 Reliability test

Table 3
Reliability Test (N=400)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.833	.831	5

Reliability test is conducted in order to measure the internal consistency i.e. reliability of the measuring instrument. The value of Cronbach's alpha coefficient is between 0 and 1, with a higher number indicating better reliability. Finally, Cronbach's alpha coefficient should be higher than 0.70 i.e. 0.833. This scale has good internal validity and reliability. The reliability test include cronbach's alpha with standardized items of 0.831.

4.2 Descriptive Analysis for Variable Wise

The manufacturing companies that responded were asked to rate how often they used management accounting practices like costing, budgeting, controlling, evaluating performance, and making decisions. The positioning went from 1 to 5. Each question on

the five-point Likert scale ranges from "strongly disagree" to "strongly agree,"

Table 4

Descriptive Statistics of Budgeting and Planning (N=400)

Code	Statements	Mean	Std. devi.
BP1	Budgeting develops a sense of responsibility, policy among the employees and assist in assignment of responsibility.	3.067	1.145
BP2	Budgeting increases operational efficiency; reduce waste and uncertainty of future.	3.157	1.160
BP3	Maximization of profit through careful planning and control is possible with the help of budgeting.	2.950	1.114
BP4	Budgeting helps to make plan about the sources and uses of money and when and where additional cash borrowing necessary.	3.287	1.172
BP5	Budget ensures better understanding and harmonious relation between top management managers and workers.	3.050	1.154
Overall Mean and SD		3.921	1.149

Source: SPSS output

Table 4 displays the descriptive statistics for each item as well as the overall budgeting and planning sub-factor. Five statements are used to measure the variables. Each respondent used a five-point Likert scale to express their responses. The budgeting and planning habits had a mean of 3.921 and a standard deviation of 1.149. This illustrates how better reporting quality can be achieved via effective planning and budgeting.

Table 5

Descriptive Statistics of Costing System (N=400)

Code	Statements	Mean	Std. devi.
CS1	Costing system help segregate total cost in fixed, variable and semi-variable	3.122	1.169
CS2	Reduce cost in areas of product improvement	3.145	1.159
CS3	Organization has used cost information	2.980	1.119
CS4	Costing system identify opportunities for product improvement	3.322	1.169
CS5	Applied standard costing technique	3.100	1.146
Overall mean and Std.		3.820	1.152

Source: SPSS output

Table 5 displays descriptive data for each item and the costing systems sub-factor overall. Five statements are used to measure the variables. Each respondent used a five-point Likert scale to express their responses. The costing practices' aggregate mean was 3.82,

which was greater than 3, and their standard deviation was 1.152. This illustrates how effective costing frameworks could be used to achieve hierarchical exhibition.

Table 6

Descriptive Statistics of Controlling and Reporting (N=400)

Code	Statements	Mean	Std. D.
CR1	To monitor and measures employees performance	3.457	1.047
CR2	Responsibility center helps to control cost	3.035	1.037
CR3	Detects & corrects unintentional error.	3.337	1.150
CR4	Progress in achieving corrective actions.	3.305	1.179
CR5	Problems should report on time in right place	3.360	1.113
	Over all mean and standard deviation	3.86	1.105

Source: SPSS output.

Table 6 displays descriptive statistics for each component as well as the controlling and reporting sub-factor overall. Five statements are used to measure the variables. Each responder provided their responses using a five-point Likert scale. The standard deviation of controlling and reporting practices is 1.105, and the mean is 3.86, which is greater than 3. This illustrates how reporting and controlling strategies can raise the caliber of reports.

Table 7

Descriptive Statistics of Performance Evaluation (N=400)

Code	Statements	Mean	Std. D.
PE1	Customer satisfaction surveys frequently.	3.152	1.178
PE2	Bench marking system has been adopted for the quality delivery of services	3.372	1.165
PE3	Performance evaluation was made based on RI, ROI, ROA, and ROE.	2.920	1.123
PE4	Performance evaluation was made based an employee's attitude or behavior	3.465	1.186
PE5	An effective measurement and reporting process can improve efficiency in productivity	3.165	1.198
	Over all mean and std. deviation	3.57	1.170

Source: SPSS output

Table 7 displays descriptive data for each item and the performance evaluation sub-factor overall. Five statements are used to measure the variables. Every responder expressed their answers using a five-point Likert scale. The aggregate mean of the disclosing and controlling strategies was 3.57, which was more significant than 3, with a standard

deviation of 1.170. This demonstrates how reporting quality can be improved by controlling and reporting tactics.

Table 8

Descriptive Statistics of Decision Making (N=400)

Code	Statements	Mean	Std. D
DM1	Customer profitability analysis to make customer related decision	3.012	1.102
DM2	Increase market share, productivity and profit.	2.922	1.147
DM3	Launching a new product	2.895	1.132
DM4	The wise choice made by the BOD determines management functions.	3.160	1.112
DM5	Making decisions gives management accountants reliable cost information.	3.200	1.263
	Over all mean and standard deviation	3.04	1.151

Source: SPSS output

Table 8 displays descriptive statistics for each item and the decision-making sub-factor overall. Five statements are used to measure the variables. Every responder expressed their answers using a five-point Likert scale. The overall mean of dynamic practices was 4.29 with a standard deviation of 1.151, which was far greater than the 3. This demonstrates how making wise decisions can lead to improved business performance.

Table 9

Descriptive Statistics of Reporting Quality

Code	Statements	Mean	Std. D
OP1	MAPs help to increase product service quality.	3.300	1.115
OP2	MAPs help to increase Return on Investment	3.465	1.075
OP3	MAPs help to development of new product.	3.357	1.097
OP4	Reporting Quality was based on customer satisfaction level.	3.305	1.061
OP5	MAPs help to increase market share /sales margin.	3.422	1.117
	Overall mean and standard deviation.	3.369	1.093

Source: SPSS output

Table 9 displays descriptive data for each component and the Reporting Quality sub-factor overall. Five statements are used to measure the variables. Each respondent used a five-point Likert scale to express their responses. The overall mean was 4.204, greater than 3, while the standard deviation for Reporting Quality was 1.093. This illustrates the organization's effectiveness.

Table 10

Descriptive Statistics of Composite Dependent and Independent Variables

Variables	N	Min	Max	Mean	SD
Independent Variables:					
Budgeting and Planning	400	1.00	5.00	3.103	1.149
Costing System	400	1.00	5.00	3.134	1.152
Controlling and Reporting	400	1.00	5.00	3.299	1.105
Performance Evaluation	400	1.00	5.00	3.215	1.170
Decision Making	400	1.00	5.00	3.038	1.151
Dependent Variables:					
Reporting Quality	400	1.00	5.00	3.370	1.093

Source: SPSS Output

Table 10 displays the descriptive statistics for the independent and dependent variables in the study. With a standard deviation of 1.093, the average level of reporting quality during the study was 3.370 percent. Reporting quality ranged from 1 percent to 5 percent, which was the highest level. How well the assembling organizations are using their representative source is demonstrated by the hierarchical display.

The first independent variable liquidity indicator ratio, which calculates the standard deviation of planning and budgeting, averaged 3.103 percent during the length of the study, with a minimum of 1 percent and a maximum of 5 percent. Furthermore, according to the costing framework, this changes from at least 1 percent to a maximum of 5 percent, with a standard deviation of 1.152 and a normal of 3.134 percent. With a normal of 3.299 percent and a standard deviation of 1.105, the third free factors controlling and detailing basically demonstrates that this varies from at least 1 percent to a limit of 5 percent. Performance evaluations ranged from 1 to 5 percent of the total. Then, with a low standard deviation of 1.170, the normal PE was 3.215 percent. The direction has a mean of 3.038 and a range of 1 to 5 on the control variable.

4.3 Correlation Analysis

According to Yadav and Acharya (2013), correlation is a statistical measure used to assess how strongly two or more variables are related. There should be a basic connection if the two items being examined are the only ones that exist. The interaction should have a range of connections if there are two or more components being considered.

Table 11

Correlation Analysis

Variables	BP	CS	CAR	DM	PE	OP
Budgeting and Planning	1					
Costing System	.353**	1				
Controlling and Reporting	.017	.016	1			
Decision Making	-.037	-.009	-.022	1		
Performance Evaluation	.093*	.097*	.138**	.107*	1	
Reporting Quality	-.110*	.008	-.030	.004	-.025	1

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

* . Correlation was significant at the 0.05 level (2-tailed).

Table 11 shows several relationships between management accounting procedures and reporting quality. Five variables were used to measure the correlation. Determine the relationship using the five-point Likert scale. The chart showed a positive correlation between management accounting methods and the success of manufacturing companies.

4.4 Regression Analysis

A statistical method for determining the relationship between two or more quantitative variables is regression analysis. A dependent variable is one whose value may be predicted, while an independent or explanatory variable is one about which we know something. The equation defining the link between the variables was discovered as a result of this method. An equation that predicts one variable from two or more independent variables was produced by multiple regression.

Table 12

Model Summary

Model	R	R square	Adjusted R square	Std. error of the estimated
1	.407a	.165	.155	.49004

a. Predictors: (Constant), Controlling and reporting, Costing system, Budgeting and planning, Performance evaluation, Decision making.

Table 12 indicates that the performance of manufacturing enterprises in Nepal was significantly impacted by management accounting procedures. Guides were significant markers of authoritative execution, as evidenced by the results of several relapse examinations between them and hierarchical execution. A moderate to strong positive correlation between MAPs and reporting quality was shown by the R value of 0.407. According to the R squared value of 0.165, the independent factors accounted for 16.50% of the variation in the Reporting Quality of Nepali manufacturing firms. Adj. The

coefficient of R square indicates that the independent variables account for 16.5% of the variation in the dependent variable.

Table 13

ANOVA Table

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.733	5	3.747	15.602	.000
	Residual	94.617	394	.240		
	Total	113.350	399			

a. Dependent Variable: RQ

Predictors: (Constant), CR, CS, BP, PE, DMS
Source: SPSS output

Table 13 results indicate that the f static was 15.602. At five percent confidence, the F-static was enormous. The model as a whole was noteworthy because all of the predictor variables budgeting and planning, costing, performance evaluation, controlling and reporting, and decision making explain the variation in Reporting Quality.

Table 14

Regression Coefficients

Model	Unstandardized		Standardize Test (T)		P-Value	Descriptive
	Coefficients		d			
	B	Std. err	Beta			
Constant	2.091	0.347		6.025	0.000	Sig
Decision making	0.412	0.051	0.377	8.153	0.000	Sig
Costing system	-0.029	0.061	-0.022	-0.475	0.635	In Sig
Controlling and planning	0.052	0.060	0.040	-0.871	0.384	In Sig
Budgeting and planning	0.154	0.043	0.091	2.081	0.032	Sig
Performance evaluation	-0.117	0.046	-0.118	-2.556	0.011	Sig

Dependent variable: Reporting Quality

From the above results, the assessed condition can be composed by taking the qualities from the model-1

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5$$

$$\text{Therefore, } Y = 2.091 + 0.412X_1 - 0.029X_2 + 0.052X_3 + 0.154X_4 - 0.117X_5$$

The table indicates that the decision-making and constant term p-values are 0.000, below the significance level of 0.05. As a result, it demonstrates how decision-making has a favorable and noteworthy effect on reporting quality. In a similar vein, the costing system's p value is 0.635 and its negative coefficient is -0.029, indicating a negative and

negligible effect on reporting quality. Similarly, the p-values for budgeting and planning ($r=0.154$, $P=0.032$) and controlling and planning ($r=0.052$, $P=0.384$) demonstrate a favorable and negligible influence on reporting quality. At the 0.05 level of significance, performance evaluation reveals a detrimental but significant impact on reporting quality.

4.5 Discussions

Based on the aforementioned findings, this study concluded that decision-making, performance evaluation, controlling and reporting, budgeting and planning, and costing systems all have an impact on reporting quality. All of the assertions that were divided into different areas, such as "costing system, budgeting & planning, controlling & reporting, decision making, and performance evaluation," were accepted by the respondents. To put it another way, they feel that fair assessments of their abilities and work, along with associated incentives like direct and indirect remuneration, motivate them to increase their productivity. This demonstrates wise investment choices.

Likewise, the connection between Nepalese manufacturing businesses' reporting quality and their costing system, budgeting and planning, controlling and reporting, decision-making, and performance evaluation. There was a substantial correlation between this and the quality of reporting. Prior to that, there was a strong positive correlation between decision-making and the quality of the reporting. The multiple correlation coefficient indicates that five factors—budgeting and planning, costing, performance evaluation, controlling and reporting, and decision-making—accounted for a percentage of the variation in reporting quality. The regression model's ANOVA reveals a statistically significant relationship between the explanatory variables and reporting quality, which is in contrast to the findings of Campos, Gomes, and Santos (2022) but similar to those of Emiaso, Egbunike, and Patrik (2021) and Kellie (2018).

Finally, the third goal reveals how management accounting components—budgeting and planning, costing, performance evaluation, controlling and reporting, and decision-making—affect the caliber of reports. When dependent and independent factors are analyzed using regression, the R-square indicates that 14.10 percent of the variance in reporting quality can be attributed to changes in independent variables (budgeting and planning, costing, performance evaluation, controlling and reporting, and decision making). The quality of reporting is positively and significantly impacted by decision-

making. This indicates that a one-unit increase in decision-making results in a 0.347 increase in performance. In a similar vein, costing, controlling, and planning have a negative and negligible impact on reporting quality. This means that for every unit increase in costing, controlling, planning, and performance assessment, reporting quality will drop by -0.030, -0.841, and -2.354. This study contradicted the conclusions of Olalekan and Adeyinka (2013) and Campos et al. (2022), but it was in line with Mathuva's (2019) findings.

CHAPTER – V

SUMMARY AND CONCLUSION

A separate section of this chapter discusses the key findings, after which there are some ramifications for management accounting procedures and reporting quality. Finding out how management accounting procedures affect reporting quality was the aim of the study.

5.1 Summary

Each respondent was given a standardized questionnaire by the researcher in order to collect data for the study. The aim of the study was to identify the factors influencing an organization's success in a manufacturing company. The most important components, according to the results of regression analysis, were the costing system, planning and budgeting, controlling and reporting, decision-making, and performance evaluation.

The study's primary focus has been on Nepalese manufacturing companies' environmental accounting procedures. This research project aims to investigate current environmental accounting practices and demonstrate the connection between environmental accounting practices and the manufacturing companies' reporting quality. Descriptive and causal research designs have been employed in order to meet these study objectives. The instruments used to gather information from respondents are referred to as data collection instruments. The investigator employed a questionnaire to gather information. Today's business society operates in a highly dynamic environment with a wide range of management issues. The traditional methods of intuition-based management are no longer regarded as reliable. Contemporary management has come to understand that even a small mistake in a policy decision can result in significant business opportunity loss or elimination from the market. Maybe you won't get another chance, or if you do, it can be expensive or dangerous.

In order to make wise decisions and effectively guide the administration, management continuously works to lower the chance of making mistakes by gathering and evaluating pertinent data. Effective management is essential to an organization's success. At all organizational levels and in all types of organizations, management principles are applicable. All organizations, whether they are governmental, private, or commercial, should value it equally. This study's main goals were to investigate how environmental

accounting techniques affect Nepal's manufacturing companies' reporting quality. The survey design used in this study was descriptive. The 19 manufacturing companies in Nepal were the study's target group. The study discovered that the respondent banks made extensive use of decision-making processes. These comprise the appraisal of big capital investments, product and customer profitability analyses, and CVP analyses for major products. Economic activities are conducted by corporate firms. The foundation of the economy is its economic activity. These actions have an effect on the economy in many ways. Every organization has a finite amount of resources. Numerous tools and techniques have been created in order to make better use of the restricted resources. Accounting tools are among the many tools and techniques used in management that have been useful in a variety of managing contexts. Environmental accounting's primary goal is to support managers' overall managerial tasks by giving them information and aiding in planning, regulating, and making decisions. This supports the managerial function in decision-making by acting as a strategic business partner. The main instruments used in environmental accounting include cost segregation, classification, CVP analysis, overall master budget, standard costing, activity base costing, responsibility accounting, reporting quality analysis, and cash flow analysis.

The current study's main objectives were the development and analysis of management accounting techniques. Additional accounting methods, each of which has a unique effect on Reporting Quality and is a key factor, can be examined in future research. The research can also be extended to examine the impact on a system's functionality.

5.2 Conclusion

Based on the aforementioned results and the study's conclusions, it was determined that Nepali manufacturing enterprises are influenced by the costing system, budgeting and planning, controlling and reporting, decision-making, and performance evaluation. The first objective of the study shows that if Nepalese people. MAPs are essential instruments for attaining Reporting Quality and Attractiveness since they offer insightful information on cost management, performance evaluation, and strategic decision-making. Companies must, however, get past current obstacles and make investments in technology and capacity building if they want to fully reap the rewards.

The second objective of the study shows the relationship between reporting quality,

costing systems, controlling, reporting, and performance evaluation. There was a substantial correlation between this and the quality of reporting. Prior to that, there was a strong positive correlation between decision-making and the quality of the reporting. The multiple correlation coefficient indicates that five factors budgeting and planning, costing, performance evaluation, controlling and reporting, and decision-making accounted for a percentage of the variation in reporting quality.

The third objective of regression result shows that while decision-making, budgeting, and planning have a favorable influence on reporting quality, costing systems, controlling, reporting, and performance evaluation have a negative impact. Reporting quality is significantly impacted by decision-making and performance evaluation. While controlling, reporting, and performance evaluation have a negligible negative association with reporting quality, costing systems and decision-making have a negligible positive relationship with reporting quality.

5.3 Implications

By offering timely and pertinent financial and non-financial information, MAPs greatly aid in improved decision-making. By using these techniques, managers may make well-informed decisions that support the organization's strategic objectives, increasing operational effectiveness and market competitiveness. Finding cost drivers and areas for efficiency improvement is made easier with the support of effective MAP implementation. Methods such as budgeting, variance analysis, and standard costing are crucial for improving resource allocation and cost control, which raises profitability.

It was suggested that manufacturing firms in Nepal fund training and development initiatives for their finance and accounting staff in order to increase the efficacy of MAPs. Furthermore, the implementation of technology and management accounting software, as well as the development of a culture that welcomes change and innovation, can greatly increase the effect and uptake of MAPs.

The long-term effects of MAPs on reporting quality across Nepal's various industries and company sizes required more investigation. Deeper insights into cutting-edge management accounting techniques and best practices may also be obtained through comparative research with businesses in other nations.

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APPENDIX - I

QUESTIONNAIRES

Dear Respected participants

I am planning to conduct a research study on Environmental Accounting and Corporate Reporting Quality of Nepalese Manufacturing Companies. The objectives of this questionnaire is to collect information about the present practices of management accounting and reporting quality offered by manufacturing companies in Nepal. Each of your opinion will be very important to manager, researcher and academicians for strategy development and policy perspectives your answer will be kept strictly, confidential and please be assured that you will not be victimized for anything written here. The information collected is intended to be used to pursuer. I shall be grateful for your valuable inputs and active co-operation.

Use of scale 1 to 5 are available that shows your perceptions about the organizational performance, Where **1=Strongly Disagree**, **2=Disagree**, **3=Natural**, **4=Agree**, **5=Strongly Agree** Circle (O) or Tick (√) at the appropriate alternative number that comes closest to your opinion. You should rank each statement as follows.

Part - I

Particular	Please Tick:		
Gender	a) Male	b) Female	
Age	a) Under 25	b) 25-35	c) 36-45
	d)46-55	e)Above 55	
Qualification(Highest Degree)	a) +2	b) Bachelors	c) Masters
Marital Status	a) Married	b) Unmarried	
	c) Divorce	d) Widow	
Years of Experience	a) Less than 5	b) 5-15	c) More than 15
Profession	a) Salaried Private	b) Salaried Government	
	c) Student	d) Business	e) Professor
Education	a) Under Graduate		b) Graduate
	c) Post Graduate		d) Professional
Earning per month	a) up to 25000		b) 25001-50000
	c) 50001-75000		d) above 75000

Budgeting and Planning

1	Budgeting increase operational efficiency	1	2	3	4	5
2	Budgeting develops a sense of responsibility	1	2	3	4	5
3	Maximization of profit	1	2	3	4	5
4	Budgeting help to make plan	1	2	3	4	5
5	Budget ensure better understanding	1	2	3	4	5

Controlling and reporting

1	To monitor and measures employees performance	1	2	3	4	5
2	Responsibility center helps to control cost	1	2	3	4	5
3	Detects & corrects unintentional error.	1	2	3	4	5
4	Progress in achieving corrective actions.	1	2	3	4	5
5	Problems should report on time in right place	1	2	3	4	5

Decision Making

1	Customer profitability analysis to make customer related decision	1	2	3	4	5
2	Increase market share, productivity and profit.	1	2	3	4	5
3	Launching a new product	1	2	3	4	5
4	The wise choice made by the BOD determines management functions.	1	2	3	4	5
5	Making decisions gives management accountants reliable cost information.	1	2	3	4	5

(Source: Gnawali, 2017)

Costing System

1	Costing system help segregate total cost in fixed, variable and semi-variable	1	2	3	4	5
2	Reduce cost in areas of product improvement	1	2	3	4	5
3	Organization has used cost information	1	2	3	4	5
4	Costing system identify opportunities for product improvement	1	2	3	4	5
5	Applied standard costing technique	1	2	3	4	5

Performance Evaluation

1	Customer satisfaction surveys frequently.	1	2	3	4	5
2	Bench marking system has been adopted for the quality delivery of services	1	2	3	4	5
3	Performance evaluation was made based on RI, ROI, ROA, and ROE.	1	2	3	4	5
4	Performance evaluation was made based an employee's attitude or behavior	1	2	3	4	5
5	An effective measurement and reporting process can improve efficiency in productivity	1	2	3	4	5

Reporting Quality

1	MAPs help to increase product service quality.	1	2	3	4	5
2	MAPs help to increase Return on Investment	1	2	3	4	5
3	MAPs help to development of new product.	1	2	3	4	5
4	Organizational performance was based on customer satisfaction level.	1	2	3	4	5
5	MAPs help to increase market share /sales margin.	1	2	3	4	5

(Source: Gnawali, 2017)

Thank You for your Participation

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