

THE ROLE OF MANAGEMENT ACCOUNTING IN THE DECISION- MAKING PROCESS OF NEPALESE MANUFACTURING COMPANIES

A dissertation submitted to the Office of the Dean, Faculty of Management in partial
fulfillment of the Requirement for the Master's Degree

By

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CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**The Role of Management Accounting in the Decision-Making Process of Nepalese Manufacturing Companies**”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degree nor has it 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 declared that all information sources and literature used are cited in the reference section of the dissertation.

Surendra Bahadur Jagri

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REPORT OF RESEARCH COMMITTEE

Mr. Surendra Bahadur Jagri has defended research proposal entitled “**The Role of Management Accounting in the Decision-Making Process 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 Joginder Goet and submit the thesis for evaluation and viva voce examination.

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We have examined the dissertation entitled “**The Role of Management Accounting in The Decision-Making Process of Nepalese Manufacturing Companies**” presented by Mr. Surendra Bahadur Jagri for the degree of Masters of Business Studies. We hereby certify that the dissertation is acceptable for the award of degree.

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Any remaining errors are mine.

Surendra Bahadur Jagri

TABLE OF CONTENTS

	Page. No
<i>Title</i>	<i>i</i>
<i>Certification of Authorship</i>	<i>ii</i>
<i>Report of Research Committee</i>	<i>iii</i>
<i>Approval Sheet</i>	<i>iv</i>
<i>Acknowledgement</i>	<i>v</i>
<i>Table of Contents</i>	<i>vi</i>
<i>List of Table</i>	<i>viii</i>
<i>List of Figure</i>	<i>ix</i>
<i>Abbreviations</i>	<i>x</i>
<i>Abstract</i>	<i>xi</i>
CHAPTER-I INTRODUCTIONS	1
1.1 Background of the Study	1
1.2 Problem Statement	3
1.3 Objectives of the Study	4
1.4 Rationale of the Study	4
1.5 Limitations of the Study	5
CHAPTER- II LITERATURE REVIEW	6
2.1 Conceptual review	6
2.2 Theoretical Review	9
2.3 Empirical Review	11
2.3 Research Gap	31
CHAPTER-III RESEARCH METHODOLOGY	32
3.1 Research Design	32
3.2 Population and Sample and Sampling Design	32
3.3 Nature and Source of Data and Instrument of Data Collection	33
3.4 Methods of Analysis	33
3.4.1 Reliability Analysis	34
3.4.2 Statistical Analysis	35

3.5 Research Framework and Definition of the Variables	36
CHAPTER-IV RESULTS AND DISCUSSION	39
4.1 Result	39
4.1.1 Demographic Characteristics	39
4.1.2 Reliability Analysis	41
4.1.3 Descriptive Analysis	42
4.1.4 Correlation Analysis	43
4.1.5 Multiple Regression Analysis	44
4.2 Discussion	47
CHAPTER-V SUMMARY AND CONCLUSION	50
5.1 Summary	50
5.2 Conclusion	51
5.3 Implications	52
REFERENCE	54
APPENDICES	58

LIST OF TABLES

Table 1	Summary of Empirical Review	25
Table 2	Cronbach's Alpha	34
Table 3	Demographics Variables	40
Table 4	Reliability Statistics	41
Table 5	Descriptive Statistics	42
Table 6	Correlation of Variable	43
Table 7	Model Summary	44
Table 8	ANOVA Table	45
Table 9	Coefficient of Variable	45

LIST OF FIGURES

Figure 1	Research Framework and Definition of the Variables	37
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ABBREVIATIONS

ANOVA	:	Analysis of Variance
DM	:	Decision making
CI	:	collecting information
PI	:	Processing information
QMAR	:	Quality management accounting reports
COMI	:	Communicating information
S. D	:	Stander Deviation
SPSS	:	Statistical Package for the Social Sciences
TU	:	Tribhuvan University
ABC	:	Activity Based Costing
IFA	:	International federation of accountants
CIMA	:	Communicating Information
OLS	:	Ordinary Least Squares

ABSTRACT

The objectives of research are to examine the factors of management accounting in the decision-making process of Manufacturing companies in, to analyze relationship between quality management accounting reports, collecting information's, processing information's and communicating information's with decision making process, to analyze the quality management accounting reports, collecting information's, processing information's and communicating information's affect decision-making. The various article and thesis are reviewed from the google scholar and Shanker Dev Library. The article reviewed developed the conceptual framework with Dependent variables is decision making and independent variable collecting information, processing information, quality of management accounting report, communicating information. The descriptive and casual comparative research design is used. SPSS and Excel are the tools of data analysis. Total investors of the Kathmandu valley are the population of the research and the sample are the 400 as a convenience sampling technique used. Primary source of data is used and they are collected using questionnaire survey. The analysis methods are descriptive statistics, correlation analysis and multiple regression analysis. The tool for analysis is excel and SPSS. The finding of the research is that variables of the research is consistence or less fluctuating nature. The relationship between collecting information, processing information, quality of management accounting report, communicating information with Decision making of the research. The relationship between collecting information and decision-making process is positive but not significant. The impact of processing information and quality of management accounting report to the decision making is negative and significant. The impact of communicating information and collecting information to the decision-making process is positive and significant.

Keywords: collecting information, processing information, quality of management accounting report, communicating information and Decision-making process

CHAPTER- I

INTRODUCTION

1.1 Background of the Study

The practice of giving financial data and resources to managers so they can make decisions is known as management accounting, or managerial accounting. The only way management accounting differs from financial accounting is that it is exclusively utilized by the organization's internal team. During this procedure, the finance administration shares financial data and reports with the company's management team, including invoices and financial balance statements. The goal of management accounting is to regulate the enterprise, business activities, and development by using this statistical data to make more informed and precise decisions.

According to one definition, management accounting is the use of professional expertise and knowledge in the preparation of financial and accounting data so as to support internal management in the creation of plans, policies, and oversight of the company's operations. Numerous accounting facets are included in managerial accounting. Its goal is to raise the standard of data on indicators related to corporate operations. Managerial accountants might benefit from knowing details about the price and income of the company's products and services. A sizable portion of managerial accounting is costs accounting. The goal of cost accounting is to determine an organization's overall production costs by evaluating both fixed and variable expenses.

Accounting research has focused on developing the role of accounting information produced by management accounting by developing managerial accounting methods that are no longer appropriate in light of the changing environment, advanced technology, and increasing intensity of competition. Here, the need has emerged to develop accounting information and data and the necessity of providing them in a form appropriate to the management needs to meet its growing problems and in the manner that allows it to take the appropriate action. Management accounting was subjected to severe criticism from the beginning of its inception regarding the inadequacy of the practices and methods used by managerial accounting, and

consequently, the inadequacy of the information it produces to make managerial decisions.

The idea that management accounting is essential to an organization's success and survival is supported by numerous studies, as it improves the organization's competitive edge and operational performance. Researchers claim that management accounting provides a number of tools that make it easier to carry out core management functions including decision-making, profit planning, budgeting, costing, and performance evaluation. Furthermore, their hypothesis posited that the application of management accounting is an unavoidable requirement for enterprises of all sizes operating in a dynamic and globalized corporate environment. A number of scholars have proposed that the organization can create and preserve value through the efficient application of management accounting.

Whether in the public or commercial sector, accounting is one of the fundamental cornerstones of any organization. Accounting is important for many purposes and in many ways, and there are many different theories that argue why it is important. Azadnia et al. (2015) for example, believe that accounting offers a specific type of knowledge that is required to make logical business decisions.

According to Abubakar et al. (2017) accounting information can readily offer more specific information about the status and operations of a business. However, accounting information is made up of several information types, such as management accounting and costing. The subject of managerial accounting is receiving a lot of attention these days.

The emergence of the notion of sustainability indicates a significant change in consumer perceptions, which forces businesses to reconsider how they carry out their decision-making procedures. Businesses now face pressure to innovate constantly, ensure sustainability for the future, and turn a profit today. This situation puts decision-makers' current worldview to the test and jeopardizes the use of accounting data in decision-making. According to Biancone et al. (2019), open innovation management is essential for enhancing organizational performance and fostering the growth of sustainable businesses.

In the meantime, no situation can undervalue the significance of making decisions. In other words, decision-making is essential to all organizations, big or little, private or public. The telecoms sector is one of the main sectors where decision-making is suffering. This is due to the fact that the telecom sector is demanding numerous beneficial advancements in several fields (Hilton & Platt, 2020).

In an innovation context, the information generated by the accounting system can affect the success and sustainability of an organization by providing relevant data to interested parties for decision-making. In other words, utilization is a prerequisite for both the organization's success and long-term growth. Indeed, there is a statistical correlation between corporate performance and FI usefulness in research. However, research indicates that a variety of elements exist, which differ based on the specifics of each organisation and its environment, as demonstrated by contingency theory (Cadez & Guilding, 2018).

These domains encompass the financial industry, wherein services like electronic banking are under development. The rise and development of shopping was also influenced by the advancement of e-banking. The significance of the decisions made by manufacturing businesses is further supported by these noteworthy breakthroughs and other beneficial contributions of the industry. It is important to remember that decision-making is therefore essential to the creation of novel and improved products and services

1.2 Problem Statement

The notion that management accounting is primarily focused on the financial aspects of the company is one of the main concerns regarding its application in decision-making (Chia, 1995; Socea, 2012). This means that management accounting should put a special emphasis on measuring and regulating the company's financial characteristics. Thus, the main issue is that it limits management accounting's application to the quantifiable financial components of the business.

- What are the factors of management accounting in the decision making of Manufacturing companies in Nepal?

- Is there any relationship between quality management accounting reports, collecting information's, processing information's and communicating information's with decision making process?
- Do quality management accounting reports, collecting information's, processing information's and communicating information's affect decision making process?

1.3 Objectives of the study

Examining the functions of management accounting in telecom businesses' decision-making is the primary goal of the research. Additionally, the study aims to achieve the following goals.

- To assess the factors of management accounting in the decision making of Manufacturing companies in Nepal.
- To examine the relationship between quality management accounting reports, collecting information's, processing information's and communicating information's with decision making process.
- To analyze the effect of quality management accounting reports, collecting information's, processing information's and communicating information's on decision making process.

1.4 Rationale of the Study

As was discussed in the previous part, management accounting reduces the operating costs that telecom firms bear. Therefore, by conducting this study, better methods for regulating the operating expenses incurred by manufacturing businesses can be introduced. More money can then be allocated to other crucial initiatives.

As a result, more and better manufacturing goods and services will be developed. The crucial significance of management accounting for decision-making and achieving organizational objectives will also be shown by this study. Consequently, supporting increased initiatives to advance financial development, economic expansion, and development via advancements in manufacturing. Furthermore, this study is one of the few that deals with a related issue. Furthermore, very little research has been done on the functions of management accounting and decision-making in relation to Middle Eastern telecom enterprises. As a result, this study advances our

understanding of how management accounting influences telecom businesses' decision-making.

1.5 Limitations of the Study

The study was able to classify a considerable proportion of the many functions of management accounting into four overarching categories. This made it possible to draw both more generalizations and specific ones. Furthermore, the study concentrated on a telecom company headquartered in Erbil, North Iraq; hence, the findings' generalizability may be restricted. The following are the limitation of the research.

- The study is based on primary data and data are collected from the respondent using questionnaire.
- The accuracy of the data is based on the respondent honesty and responsibility.
- Multiple regression and correlation are the analytic techniques and SPSS is the tools for analysis.
- The research is using descriptive research design, so the research only explains the problem details but not answer how to solve the problems.
- The search only solves three problem and objectives.
- The research only 400 respondents are taken as a sample.

CHAPTER – II

REVIEW OF LITERATURE

This chapter focuses on going over specific insights concerning the theoretical foundations and underlying research concepts. The chapter also reviews relevant books. The industrial revolution of the 19th century is where managerial accounting (MA) first emerged. In the early days, the majority of businesses were closely managed by a small number of owner-managers who took out loans based on their personal assets and personal connections. There are four stages in the development of management accounting, according to the International Federation of Accountants.

2.1 Conceptual Review

Accounting is a scientific discipline that primarily deals with gathering, measuring, documenting, correlating, and presenting financial data related to enterprises. In turn, management accounting is the information-producing branch of accounting, and its methodology is centered on meeting the needs of users' internal business information. In order to make informed decisions, users utilize accounting information in the planning and control of every business operation. Accounting information is used by businesses to plan and control every aspect of their operations, enabling them to make informed decisions. The idea of management accounting originated from the requirement for an extra duty to support management in planning and decision-making.

A significant problem in research has been and still is term definition. This is primarily due to the diversity of definitions for terms and ideas. As a result, the idea of management accounting may present comparable issues (Scapens, 1991).

According to Scapings, some definitions are overly general and fail to provide a suitable explanation of the underlying issue. One of the causes is that notions and/or conceptions are always flexible enough to adapt to changing circumstances (Azudin & Mansor, 2018).

- In essence, management accounting is the process by which managers gather, measure, analyses, prepare, interpret, and transmit financial data in order to support organizational planning, evaluation, and control in a way that

optimizes the utilization of organizational resources (Institute of Management Accountants (IMA), IMA, 1981).

- However, according to the Chartered Institute of Management Accounting (CIMA), 2005, management accounting is also described as an organizational strategy that aims to improve the value of the organization by making better use of its resources and addressing competitive and dynamic organizational situations.

According to Scapings, some definitions are overly general and fail to provide a suitable explanation of the underlying issue. One of the causes is that notions and/or conceptions are always flexible enough to adapt to changing circumstances (Azudin and Mansor(2018).

Examining the notion of management accounting's primary focus and significance might lead to a more thorough and descriptive analysis of it. First and foremost, believe that providing organizations with information is the primary goal of management accounting. Managers at any level of the company can use this information. The requirement for information stems from the claim made by that good information obtained from management accounts improves organizational effectiveness. Therefore, it may be argued that management accounting's primary goal is to provide managers with the data they need to increase organizational efficiency. But the concept goes beyond simply giving out information—the data must to be presented in a way that facilitates managers' ability to decide quickly and practically. This is because in order to make decisions that affect the organization's profitability, managers, shareholders, and other stakeholders must examine and be provided with this information (Litvaj & Stancekova,2015).

Granlund and Lukka (2017) pointed out that even while both management accounting and regular accounting information rely on the usage of comparatively similar data, there are clear differences between the two. Consequently, it might be argued that when it comes to financial information analysis, management accounting lacks set norms. But there will always be variations in the two in terms of application and outcomes. This is due to the fact that the concern at hand, along with the expertise and

credentials of the management accountant concerned, play a major role in the efficient use of management accounting.

Dávila (2019) demonstrated the importance of management accounting for forecasting, another crucial task. This is due to the fact that predicting is becoming increasingly important globally, as businesses encounter heightened levels of competitiveness (As a result, in order for businesses to be able to withstand this level of competition, they must be well-positioned to make advantage of the many forecasting tools that management accounting provides. Whatever the benefits or qualities of management accounting in the business world may be, there are a number of drawbacks. As an illustration, a study conducted in by Butterfield revealed that the primary obstacle facing management accounting is the deficiency of accounting records. This means that the findings of management accounting tests and analyses will continue to be trustworthy and highly likely to confirm that the records are completely accurate. Therefore, faulty records have the potential to provide inaccurate reports throughout the management accounting process. Furthermore, even though management is employed to make business decisions, it still has a significant impact on how businesses are organized. As a result, one may describe management accounting as a tool for managing companies across the nation or across economic sectors. However, it's equally critical to remember that management accounting is merely a tool for decision-making. Since managers have the final say, they cannot be seen to be a replacement for management because they have the authority to make decisions. In addition, there exist additional expenses associated with the acceptance and execution of management accounting methodologies. These expenses may prove to be costly and may even outweigh the company's profits. According to biases in management accounting are inevitable and can have an impact on the accuracy of information that is processed. Additionally, there are worries that psychological resistance is a defining feature of management accounting. The implementation of new systems and procedures is necessary for the adoption of management accounting. Because they may not feel comfortable with the way new changes are implemented, employees frequently become resentful.

2.2 Theoretical Review

Based on the notion that an organization's structure affects an accounting system's efficacy, contingency theory offers a method for creating a descriptive theory of management accounting systems (MAS). However, Giessen and Waterhouse claim that by combining the ideas of the markets and hierarchy's framework and agency theory, a more complex theory can be created. By including these extra ideas, the paper aims to present a more comprehensive understanding of contingency theory and highlight its consequences for management accounting systems. Furthermore, despite the often-mentioned dysfunctional behavior linked to responsibility accounting systems, the authors try to explain why businesses still employ responsibility accounting.

Contingency Theory

According to a common interpretation of contingency theory, an organization's structure is determined by its technology and surroundings, and the structure of the organization affects how well managerial procedures, such as the management accounting System perform Organizational structure is greatly impacted by the location of information regarding technology and surroundings. Information is often internal in non-routine technology contexts that are uncertain. Information is external in settings that are preset or in situations where technology is used frequently. The activities and authority structures, or the policies and guidelines that dictate people's discretion, are examples of the structure and control aspects. Social power is related to authority. According to the contingency model, situations involving non-routine technology or uncertain settings are more suited for decentralized authority. In situations where conditions are known, centralized authority makes more sense.

Agency Theory

The idea of contractual ties between two groups—principles and agents—with competing goals serves as the foundation for the development of agency theory. According to Walther (2015), the goal of agency theory is to organize the contractual connection between these groups in a way that encourages agents to act in a way that maximizes the welfare of principals.

Markets and Hierarchies

Tiessen and Waterhouse refer to the markets and hierarchy's framework as the "organizational failures framework" because it places a strong emphasis on structure, information, and control. When contract costs go too high, hierarchies take the place of markets in determining connections between parties involved in transactions. This theory or framework departs from the agency theory, which holds that contracts regulate every transaction. In an uncertain or complex environment, non-market modes of organization, such as hierarchies (Ouchy's bureaucratic form), offer a comparative advantage over markets because, in addition to bounded rationality and opportunism, a condition known as "information impactedness" is created, meaning that there is not enough information available for the market contracting mechanism to function (Tiessen & Waterhouse, 1983).

New Institutional Sociology

Following a series of perplexing discoveries made in the 1970s by a group of researchers examining the educational sector in the USA, Meyer and Rowan (1977), foundational publication set the groundwork for the development of New Institutional Sociology (NIS). In particular, they had noted irregularities and noted the slack relationship between formal work practices and procedures which the organizational theory in use at the time was unable to account for. The primary claim of NIS is that certain organizations are situated in highly institutionalized settings. In this sense, the term "environment" refers to more than only the source of task constraints or the relational network (consisting of clients, vendors, and other close stakeholders) that places demands on an organization's operational management and coordination. Instead, it consists of the social norms and cultural rules that are represented in the formal structures and processes of the organization. In other words, institutions that have become institutionalized typically embrace the structures and practices that are typical of their social and cultural milieu. They take these actions to establish credibility and to obtain the resources necessary for their continued existence. The idea that institutionalized organizations' formal structures and procedures may become disconnected from their real work practices is a key theme in Meyer and Rowan (1977) study. Adopting formal structures and procedures helps an organization gain legitimacy and ensures the resources it needs to survive. However,

these are kept apart from daily organizational activities to avoid interfering with regular operations

2.3 Empirical Review

Pedroso and Gomes (2024) investigated the Leading business organizations requires that top managers make critical connections between the company strategy and the efficient use of their organizational resources. The purpose of this study is to examine how top management support affects SMEs' use of management accounting systems (MAS). In order to do this, we investigated the mediating function of four variables associated with the orientation of organizational decision-making and user issues and concerns. According to our study's findings, senior management may make better use of these characteristics to enhance how well SMEs use the data supplied by MAS in their decision-making processes. Additionally, they demonstrate how important user happiness and training are to enhancing MAS utilization. We provide theoretical and practical contributions to the management accounting literature and explore these findings.

Ahmad (2024) analyzed to determine if innovation capabilities mediate the relationship between accounting and competitiveness, as well as the strategic role that management accounting information system (MAIS) utilization plays in fostering innovation capabilities and company competitiveness for Jordanian Mesomere than 500 managers of Jordanian SMEs in a variety of industries responded to the survey, and partial least squares structural equation modelling was used to test the hypotheses. The usage of management accounting information systems, according to the results, significantly improves a firm's capacity for innovation as well as its competitiveness. The results also support the notion that innovation capacities and SME competitiveness are positively correlated. Most importantly, it was discovered that the relationship between competitiveness and the use of management accounting information systems was considerably mediated by innovative skills. instead of alone to increase this important economic sector's long-term viability and competitiveness. In particular, for the understudied context of SMEs in developing Arab economies, the research contributes by offering new empirical evidence on the direct and indirect strategic consequences of management accounting adoption on important performance outcomes like innovation and competitiveness. The firm-level results

motivate policymakers and managers of Jordanian SMEs to place equal emphasis on developing accounting and innovation capabilities rather than just one at a time. This will increase the sector's long-term viability and competitiveness. Determining causality is limited by the design of the cross-sectional survey. Subjective biases might even result from a single respondent. Applicability in general

Khadka et al. (2024) examined the commercial and cooperative sectors use the accounting data. It facilitates organizational management and operational decision-making. This study looks into how accounting data affects marketing and investment choices made by cooperatives in Kantipur. Maintaining a competitive market depends heavily on accounting information. Cooperatives can be saved from the current financial crisis by making prudent marketing and investment decisions. This study uses a logical methodology and is quantitative in character. It was conducted after a convenience sample-based field survey. The data gathered from 60 valid surveys that respondents responded was analyzed using SPSS. There are 96 participants in the study overall. With a p-value of 0.000, the significance level is less than 1%. Thus, the ANOVA table with a p-value of 0.000, the significance level is less than 1%. According to the ANOVA table, the model is so fitted. Accounting information has a big influence on marketing and investment choices. Accounting data is crucial in this day of competition for marketing and investment decisions that affect the survival and expansion of cooperatives.

Braim and Mohhamad (2023) examined how managerial accounting affects the decisions made by Manufacturing companies in Nepal. The originality of the study is in its capacity to extract concepts from telecom companies to show that management accounting's roles are crucial in establishing its significance and efficacy. The purposes of management accounting in Manufacturing companies in Nepal were therefore ascertained through the application of an ordinary least square's regression model. Information obtained from 120 workers of the Korek Telecommunications Company in Erbil, Iraq, was used to do this. The study's conclusions showed that telecom companies can improve their decision-making processes by gathering and disseminating information through management accounting. The results also showed that the decision-making of telecom companies was negatively impacted by the use of management accounting for data processing and high-quality report generation. The

results of the study indicate that decision-making involving the financial aspects of the company is not the only area in which management accounting may be effectively applied. The study shows that when businesses focus on management accounting components of data collection, processing, and communication, as well as the creation of excellent reports, both practically and academically, significant potential improvements in financial performance are feasible. Examining the role of management accounting in telecom companies' decision-making was the aim of the study. The results showed that a significant number of experts in the manufacturing industry think financial data is essential for managing and directing performance. The report also suggests that telecom companies use financial data for a range of purposes. Financial information is therefore used to determine a company's competitive standing, allocate resources, establish long-term strategies and goals, set targets, and inspire employees to strive towards the organization's aims.

Al-Kharousi et al. (2023) depicted the Activity-based costing, goal costing, the balanced scorecard, Kaizen costing, throughput costing, and other cutting-edge management accounting techniques are all included in strategic management accounting. To help management accounting professionals in a new environment, management accounting reviews changes in performance measurement of information requirements and the use of novel communication, including forms, channels, reports, and reports from management information systems. It also examines the implications of different organizational structures. Therefore, the purpose of this article is to learn how students view the accounting profession and management accounting as a field and course. This study used a quantitative approach to acquire its data. The students studying management accounting at several universities in Oman were given a questionnaire designed by the researchers using Google Form. Next, the researchers used software called partial least squares structural equation modelling (PLS-SEM) to analyse the data. This study looks on Omani students' perceptions of the accounting field and management accounting curricula. Finding out how Omani students' perceptions of the management accounting course affect the industry is the primary goal of the study. One aspect that the researchers measured and understood how these perceptions affected the accounting profession was the impressions that students had of the management accounting course. The study aims to contribute to the

understanding of Omani students' perspectives and their potential impact on the accounting industry by exploring this relationship.

Adhikari (2023) analyzed the purpose of the study was to investigate the impact of accounting data, such as book value per share, dividend per share, and earnings per share, on fluctuations in stock prices, or volatility, in Nepalese hydroelectric firms. It looked at how changes in stock prices were affected by earnings per share, dividends per share, and book value per share. Butwal Power Company Limited (BPC) and Chi lime Hydro Power Company Limited (CHPC) were chosen at random for the study from among the 51 hydropower Firms registered on the Nepal Stock Exchange. The study period was from 2073/2074 to 2078/2079, and the data were gathered from the Nepal Stock Exchange and yearly reports. The dependent variables were market value per share (MVPS), earnings per share (EPS), dividend per share (DPS), and Book value per share (BVPS), earnings per share (EPS), and dividend per share (DPS) were considered independent variables, while market value per share (MVPS) served as the dependent variable. A multiple regression analysis was performed to determine how accounting information affected changes in share price. In both companies, there was a favorable correlation observed between EPS and MVPS. Nevertheless, there was a mixed (positive and negative) association between DPS and BVPS and the MVPS of BPC and CHPC. The BPC EPS observed a favorable effect on MVPS. Nevertheless, DPS indicated a detrimental effect on both firms' MVPS.

Ghimire (2023) investigated this study's main goal was to investigate how management accounting techniques are applied in Nepalese manufacturing firms. The survey design used in this study was descriptive. The study's population comprises all manufacturing enterprises that are registered on the Nepal Stock Exchange. The research employed basic random sampling. For the study, four manufacturing companies were chosen at random. Thus, five Kathmandu-based manufacturing enterprises were included in the study. The respondents provided primary data for the study. Both quantitative and qualitative data were gathered. The Statistical Package for Social Sciences (SPSS) was used for the analysis, enabling the researcher to display the data in tables and figures. The most popular management accounting technique among Nepalese manufacturing organizations, according to this study, is

raising and enhancing firm understanding of the value of information for decision-making activities. According to the study's findings, the most popular management accounting technique among Nepalese manufacturing organizations is information for decision-making procedures. This is followed by budgeting, strategic analysis, performance evaluation, costing, size, and leverage, in that order.

Gyamera et al. (2023) investigated the accounting industry, management accounting is crucial. It's a topic whose application can advance business growth. Numerous researches have been conducted on management accounting. Previous studies have examined different facets of management accounting. However, there hasn't been any in-depth investigation into how management accounting services affect SMEs' financial success. By examining the impact of management accounting services on the financial performance of SMEs in Ghana's manufacturing, service, and commerce sectors, this study seeks to close this gap. The Registrar General's Department's registered SMEs make up the study's population. To arrive at 365 Modular, the sample size was computed using a population of 4,000 small and medium-sized enterprises that were registered. SMEs' managers were selected and contacted utilizing Using a methodical sample procedure, managers of SMEs were selected, contacted, and sent questionnaires to fill up. The Technology Acceptance Model (TAM) and agency theory were employed in this investigation. The information gathered from the respondents was examined using the PLSSEM programmed. The study discovered a connection between management accounting techniques and the success of SMEs.

Al-Refiay (2022), examined the purpose of this study is to evaluate how financial accounting affects managerial decisions in businesses. In addition, to examine the relationship between financial accounting and business management decisions. Accounting knowledge conceptually underpins this research by examining the connection between decision-making processes and accounting data. 33,800 small and medium-sized organizations are now in operation in Iraq, according to data gathered from tehrantimes.com in 2019. An online survey approach is utilized to obtain responses from all respondents, hence streamlining the process and data collection and saving time and money. 836 respondents were invited to participate in this study, and they were questioned using a well-prepared questionnaire. The outcome

demonstrates that the business acknowledges that financial accounting information aids in the analysis of factors affecting start-ups in the early stages of business establishment, that financial accounting information aids in the analysis of competitors, and that it adequately defines the study of potential alternatives that customers may have with respect to the particular good or service. The study also demonstrates that determining a supplier's or buyer's bargaining power is not aided by financial accounting data.

Salmanzadeh et al. (2022) investigated the management control system offers useful data on the requirements of managers across the organization's tiers. Today's public sector management control system must be modified and adjusted to new circumstances and make use of new instruments in order to satisfy the demands of stakeholders, given the shifts in the political, social, and economic spheres. The aim of this research is to enhance accountability in public sector organizations and administrations by offering a framework for examining the function of the management control system. This is why the current study investigates how management accounting functions might enhance the public sector's management control system. In order to gather information for this purpose, 13 experts in the fields of management accounting, the management control system, and related texts, articles, and books were interviewed. Their content was then analyzed using grounded theory and the content analysis method, and MAXQDA 2021 software was utilized to analyses the data in 1399. The results of this study demonstrated that, with the right resources, a management control system may significantly contribute to the prevention of corruption, the enhancement of accountability and transparency, performance-based budgeting, and performance-based auditing. Any organization must have a management control system in place in order to identify resource flow, assist management in making decisions, inspire workers, decide on outsourcing and contracting, shorten service delivery times, and address a host of other organizational issues. In the end, this will result in the most efficient use of resources, the prevention of corruption, and an increase in legitimacy, transparency, and accountability. Thus, maximizing management accounting's application within the management control system enhances the accomplishment of corporate objectives and programmed efficacy.

Setyani (2022) analyzed the purpose of this study is to examine how accounting information systems, organizational culture, and budget decision-making processes interact to affect government agency performance. Data for this study is gathered by a survey method using a questionnaire instrument. In order to collect data for this study, questionnaires were directly given to respondents. First, the research's findings show that the performance of government organizations is unaffected by the accounting information system. Second, government agency performance is significantly improved by organizational culture. Third, making decisions about the budget is greatly aided by the accounting information system. Fourth, making decisions about the budget is greatly aided by organizational culture. Fifth, making decisions about the budget has a big positive impact on the effectiveness of governmental organizations. Sixth, the relationship between accounting information systems and government agency performance is not mediated by budget decision making. Seventh, the relationship between organizational culture and government agency performance was mediated by budget decision-making.

Monteiro et al. (2021) analyzed the emergence of the concept of sustainability indicates a fundamental change in the way the market thinks, which forces businesses to reconsider how they go about making decisions. Examining the function of accounting data in decision-making from the perspective of certified accountants is the primary goal. Its specific goal is to examine the connection between the economic performance of the organization, its size, and the value of its management control and financial information (MCI and FI). Analysis of an online questionnaire survey of Portuguese accountants with professional qualifications serves as supporting documentation. Structural equation modelling was employed to examine the causal links among various constructs. According to the results, there is a direct correlation between a company's size and performance; hence, the larger organizations tend to have superior economic success. However, it has been demonstrated that using FI alone to make decisions is insufficient to improve the performance of the organization; therefore, the application of MCI is essential for a successful economic outcome. This study emphasizes how crucial it is to generate meaningful FI and MCI in order to support decision-making and promote economic sustainability.

Maelah et al. (2021) investigated the small and medium-sized businesses (SMEs) account for almost one-third of the country's GDP, making them the largest contributors to the economy. SMEs must use information and technology to make decisions in a competitive business climate. The purpose of this study was to examine the connection between cloud computing, decision-making, and management accounting information (MAI) in Malaysian SMEs. The data were gathered using a survey questionnaire and a quantitative research design. 384 small and medium-sized businesses in Malaysia from a range of industries participated in the survey. 105 valid replies were received for the study, and these were processed using Smart PLS 3.0 (Partial Least Square). All four MAI dimensions—broad scope, timeliness, aggregation, and integration—were found to be strongly correlated with decision making. The results also showed that the association between MAI and decision-making was mitigated by cloud computing. The findings demonstrated to organizations the significance of MAI and how to link information qualities to decision-making strategies. Additionally, it improves SMEs' comprehension of the function of cloud computing in the context of cutthroat business situations. In order to fully comprehend the problem, future research can broaden their focus to include samples from different geographical regions and improve the way that data is gathered through case studies and interviews.

Dahal and R (2021) analyzed the Using a contingency theory framework, this study looked at the management accounting practices (MAPs) in Nepalese manufacturing companies (NMCs) and observed the effects on OEP (organizational efficiency and performance). Reporting the adoption rate and advantages of TMATs (Traditional/Conventional Management Accounting Techniques) and CMATs (Contemporary/Modern Management Accounting Techniques) in the NMCs was the study's main goal. A systematic questionnaire was used to conduct an empirical survey with 385 responses from 18 listed NMCs in the NEPSE (Nepal Stock Exchange). The foundation of the discussion was the degree of adoption, advantages of OEP, and upcoming focus. The results showed that TMATs and CMATs had a negative and substantial correlation with OEP in the NMCs. The TMAT package had a few minor drawbacks when contrasted with the CMATs. Despite being restricted to manufacturing companies (MCs), the study provided exclusive insights into management accounting techniques (MATs) to suggest future directions. Both

potential researchers and the relevant NMC authorities received useful information from it.

Parajuli and Shrestha (2020) analyzed the goal of this research is to identify the key components of the management accounting system (MAS) in Nepalese enterprises and determine whether these components vary depending on the competitive environment—that is, low, moderate, or high. It gives the findings from an investigation of commercial enterprises, such as partnerships, sole proprietorships, and private limited manufacturing companies operating in Nepali industrial estates. The sampled firms' financial managers, production managers, and operations managers were given the structured questionnaires. Eighty-three.33 percent of the questionnaire was collected and used for the study. The majority of organizations have utilized the management accounting system, according to this study, as a collection of data to ascertain from the standpoint of According to this survey, the majority of businesses utilize the management accounting system as a means of gathering data and evaluating it in light of its importance. The system is highly successful and has contributed to the success of business enterprises. This study has primarily examined three important MAS components: planning and budgeting tools; appropriate resource allocation and cost reduction; and decision-making and performance analysis. The research's conclusions offer helpful guidelines for business organizations, particularly their managers, to consider when making decisions in light of the competitive landscape and the modern, evolving management accounting system.

Hertati (2020) analyzed the purpose of this study is to examine how management commitment affects the effective use of management accounting information systems and how that affects managerial decision-making. The functional unit in Indonesian small and medium-sized enterprises serves as the study's analytical unit. According to this research, firms' ability to successfully implement management accounting information systems is crucial for maintaining a positive corporate image both internally and externally. It also helps managers better understand both financial and non-financial data and help the organization establish a sustainable corporate image. Finance is in step with the management's growing dedication to the business. This study also indicates that the effectiveness of management accounting information

systems and its consequences for managerial decision-making are influenced by management commitment. The outcomes of the Listel SEM modelling demonstrate how important it is for management to be committed to the success of management accounting information systems and how that commitment affects managerial decision making.

Fuadhe (2020) investigated the purpose of this study is to investigate the relationships between managerial performance and management accounting system characteristics. Decentralization, managerial style, and budgetary participation are among the contributing elements. Additionally, the impact of management accounting systems on managerial performance as well as the relationship between management style and budgetary involvement and managerial performance are also examined in this study. Hospitals in Palembang, South Sumatera, Indonesia, both public and private, received survey questionnaires. There were 62 responders in the sample, representing 15 hospitals. Hospital managers, including those in charge of finances, services, human resources, quality assurance, and other departments, made up the target responders. Every hospital received an online copy of the questionnaire, along with print copies of at least five. Less than six months were spent on this study. The acquired data were processed using Excel files, after which they were examined for compliance and subjected to descriptive statistical analysis using partial least square (PLS) software. Path analysis, or structural equation modelling, is used in this work (SEM). The results demonstrate the considerable effects of budgetary participation, decentralization, and management style on management accounting systems. Nonetheless, budgetary participation and management style had no effect on managerial performance. Ultimately, the results show that managerial performance has a positive impact on management accounting systems.

Moyo and Ncube (2020) examined the part management accounting plays in South African agricultural cooperative decision-making. The study investigates how management accounting data is used in decision-making in 15 agricultural cooperatives in the KwaZulu-Natal province using a hybrid methodology that combines surveys and case studies. The findings demonstrate that pricing, investment, and production plan decision-making processes are supported by management accounting data. The study does, however, also demonstrate that a lack of resources

and expertise limits the application of management accounting data. In order to improve the use of management accounting data in decision making, the study advises agricultural cooperatives to make investments in management accounting systems and training.

Dahal et al. (2020) investigated this study aimed to investigate the extent to which manufacturing companies listed in Nepal use management accounting methodologies to justify their actions. It used a survey questionnaire instrument and a descriptive study design to gather data. All of the manufacturing companies that are registered on the Nepal Stock Exchange, along with their staff members, made up the study's population. Respondents who worked in the accounting department or at the managerial level within the sample companies were the ones targeted. A total of 408 respondents took part in the survey utilizing a random sample technique, and 385 of those responses were correctly completed for additional analysis. There were three questions on general and demographic data, twenty-eight questions about management accounting techniques, and five questions overall in the survey questionnaire. Software for the social sciences included a statistical package that was used to analyse the collected data. The 28 management accounting techniques were divided into 9 groups, and it was found that the majority of the techniques—aside from financial performance measurement techniques—had no significant relationship with the rationalization of decisions made in Nepalese manufacturing companies. These techniques included cash flow analysis, ratio analysis, absorption/variable costing, and transfer pricing. Therefore, this study would help individuals in question pay attention to how management accounting procedures are used to rationalize actions.

Abubaka et al. (2019) examined an overview of the body of research on Industry 4.0 indicates that knowledge management and decision-making techniques are critical components for businesses. Through an examination of the body of management literature, this essay establishes a framework for knowledge management and decision-making style. This study offers a framework that explains the relationship between organizational performance and knowledge management enabling variables, such as learning, IT support, collaborative organizational members, and T-shaped abilities, as well as the mediating role of the knowledge generation process. The

article also suggests that the relationship between the process of creating knowledge and the performance of an organization would be moderated by the decision-making style, which might be intuitive or rational. To improve the audience's comprehension in a business setting, a series of propositions that both define an empirically-driven study objective and explain the links between the focal variables are provided.

Hoozée and Mitchell (2018) examined influence of corporate MAS exploratory survey-based study on managers' and management accountants' respective influences on management accounting system (MAS) design are presented in this paper. The results show that corporate management has a greater overall influence on MAS design. Nonetheless, the degree of their impact varies throughout businesses and amongst management accounting sub-disciplines; in a substantial majority of instances, the management accountants' impact is stronger. As a result, the findings imply that the ways in which MASs develop vary throughout organizations because of the variance in the impact that these two parties have over MAS design. For scholars examining changes and variations in management accounting practice, this discovery is important

Azudin and Mansor (2018) examined the Small and medium-sized enterprises (SMEs) are undergoing a metamorphosis as a result of changes in the global business environment, with an emphasis on cost efficiency and a shift towards sustainability. The literature on management accounting keeps pointing out how using Management Accounting Practices (MAPs) can increase a company's sustainability. MAPs offer 2018 a range of instruments, methods, and important internal data for planning profits, budgeting, and assessing performance. The management accounting information system also influences MAPs. Due to the lack of standardization in management accounting techniques, organizations frequently use it differently. This paper fills a vacuum in the literature on management accounting by analyzing the current state of MAP development and the effects of three factors (i.e., organizational DNA, business potential, and operational technology) on it, especially from the perspective of a developing country. Since MAPs vary depending on the organization, this study employed contingency theory. 110 out of the 310 surveys that were delivered to SMEs on Malaysia's east coast were returned. Eight of them, though, were not included in the final analysis because they were incomplete. Based on Nishimura's (2003) paradigm, the report recommends that these SMEs implement the

first two of the four stages of MAP development. Additionally, the regression findings demonstrate that the only technology that positively affects the MAPs is operational technology (p -value = 0.005). Organizational DNA and business potential, the other two variables, have no discernible impact on the MAPs. Future research is required to fully examine the MAP concerns, as these results do not align with the results reported for major organizations.

Nguyen (2018) analyzed this paper aims to develop and test a framework of the relationship between accountants' participation in strategic decision-making and market orientation (MO), and how that relationship affects the use of management accounting systems (MASs), which improves firm performance. It does this by drawing on the resource-based view and contingency theory. Partial least square structural equation modelling was used to empirically test the hypotheses using survey data from 171 major Vietnamese businesses. To assess the model fit, SmartPLS3 was also used to look at the composite model's standardized root mean squared residual value. Using the marker-variable strategy, common method bias was investigated. The usage of MAS (in terms of broad scope, timeliness, aggregation, and integration) mediates the influence of MO on business performance, according to the study's two main conclusions. Secondly, the stronger the correlation is between MO and MAS use, the more accountants participate in strategic decision making. This research represents a pioneering empirical endeavor to examine the dependent roles of accountants' involvement in strategic decision-making and the application of MAS data in propelling market-oriented companies' performance within the framework of a transition market.

Richardson (2017) analyzed asserts that managers use the data that management accountants supply to inform their strategic decisions. Managers can more easily assign tasks when this data is broken down into distinct features or groupings. In other words, the data can be divided into batches, production, sales, marketing, and so forth. Each manager will be able to focus on a particular department or organizational function as a result. This means that every department or activity can have a unique system for assessing and rating performance. Therefore, the majority of the time, decisions that consider both the quantitative and qualitative aspects of the information are beneficial.

Azadnia et al. (2015) analyzed the Companies can move towards sustainable development by choosing suppliers for supply chain activities based on the sustainability criteria (economic, environmental, and social). Much less effort has been put into creating a thorough mathematical model that distributes the ideal amounts of orders to suppliers while taking lot-sizing issues into account, despite the recent accomplishment of several studies that incorporate sustainability criteria into supplier selection problems. In this study, we present an integrated solution to multi-period multi-product lot-sizing problems that combines the rule-based weighted fuzzy method, fuzzy analytical hierarchy process, and multi-objective mathematical programming. The goal is sustainable supplier selection and order allocation. Four objective functions comprise the mathematical programming model: total cost minimization, total social score maximization, total environmental score maximization, and total economic qualitative score maximization. The parameters attained through the preprocessing of suppliers' social, environmental, and economic data using a fuzzy analytical hierarchy method and rule-based weighted fuzzy approach form the basis of the suggested model. A case study with packaging films used in the food business serves to demonstrate the effectiveness and applicability of the suggested approach. When compared to a single-objective cost-based approach, a higher value of sustainable purchasing can be achieved when taking sustainability criteria into account in the suggested model.

Gupta (2013) examined the company's present environment in order to better comprehend decision-making inside the organization and the business setting. A PEST or PESTEL study, a tool for comprehending the external macroenvironment in which an organization functions, is usually used for this. This aids in improving comprehension of the market dynamics and, thus, aids in identifying the company's position, potential, and course. This acronym's letters stand for four factors that are thought to have an impact on the organization's environment: political, economic, social, and technological. incorporating the legal and environmental concerns into the larger PESTEL paradigm

Table 1
Summary of Empirical Review

S.N.	Authors	Variables	Methodology	Major Findings
1	Brim and Mohammed (2023).	Dependent Variable: Decision making (DM), Independent Variables: collecting information (CI), processing information (PI), quality of management accounting reports (QMAR) and communicating information (COMI).	the application of an ordinary least square's regression model.	The study's conclusions showed that telecom companies can improve their decision-making processes by gathering and disseminating information through management accounting.
2	Al-Kharusi et al. (2023)	Dependent variable: Accounting Profession independent variable: Students' Perceptions of Management Accounting Course and Profession	The data for this study were collected using a quantitative approach. The researchers created a questionnaire with questions delivered over Google form to the students who study management accounting from various universities in Oman.	The result revealed that students' perceptions of management accounting courses have a significant influence on the accounting profession where it was $p < 0.001$, $t = 12.758$, and student's perception of the management accounting field also has a significant impact on the accounting profession where it was $p < 0.05$, $t = 2.126$.
3	Ghimire (2023)	Dependent Variable: financial performance Independent variable: Costing, Budgeting Performance, Evaluation Information for Decision Making, Strategic Analysis Size, Leverage	The population of the study consists of all listed manufacturing companies under Nepal stock exchange. The study used simple random sampling. Four manufacturing firms were randomly selected for the study. The study therefore involved 5 manufacturing companies located in Kathmandu.	This study found that the creation and enhancement of awareness among firms of the importance of information for decision making practices as this is the most highly used management accounting practice amongst the Nepalese manufacturing companies
4	Monteiro et al. (2021)	Dependent variable: companies' size, Independent	Supporting evidence is provided by analysis of an online questionnaire survey of professionally qualified	The results show the size of the companies and their performances are directly

		Variable: usefulness of Financial Information (FI) and Management Control Information (MCI), and the company's economic performance	accountants working in Portugal. We used structural equation modelling in the analysis of causal relationships between different construe	related, so it is the larger companies that have the best economic performance
5	Hertati (2020)	Dependent Variable: Successful Application of Management Accounting Information Systems Independent Variable: Scope of information System, Timelines of management accounting information, Integrative information is Integrative information	After sending questionnaires to managers for their responses. The process of selecting and knowledge managers is very important for data collection for researchers	The findings of this study highlight the most important role of management commitment in influencing the application of management accounting information systems
6	Fuadah (2020)	Dependent Variable: Managerial Performance Independent Variable: Management Accounting Systems; Budgetary performance; Management Style; Decentralization	This research focuses on hospitals in the city of Palembang, South Sumatra, Indonesia. This sample is drawn from all hospitals in Palembang, both public and private	This study results do not support the concept of direct impact. First, the direct effect of budgetary participation and management style on managers' performance shows insignificant effects. Budgetary participation has a negative and not significant effect on managerial performance.
7	Pedroso and Gomes (2024)	Dependent variable: top management	For the survey, we asked the Portuguese representative of	We discuss these findings and present theoretical and practical

		support Independent variables: Decision making orientation, management accounting system, MAS user issues and concerns	Dun & Bradstreet Worldwide Network to provide a random sample of 1500 companies representing the Portuguese population of SMEs, following the European criteria	contributions to the management accounting literature
8	Ahmad (2024)	Dependent variable: Management Accounting Independent variable: Innovation Capabilities, Firm Competitiveness	Online questionnaires were sent to 600 top SME managers identified through the membership database of the Jordanian Association of SMEs.	This study has examined the strategic role of management accounting information system usage in driving innovation capabilities and firm competitiveness for Jordanian SMEs, besides assessing if innovation capabilities mediate the accounting competitiveness relationship
9	Al-Refiay (2022)	Dependent variable: e business management decision Independent variable: accounting information and decision-making process.	For simplifying the survey and data collection as well as to reduce the time and costing of survey, an online survey method is used to get the votes of all responders. In this survey, 836 responders were invited, participated and interviewed using a prepared using well questionnaire.	The result shows that the business accepts the fact that the financial accounting information, helps in analyzing the factors which affect start-ups in the early state of business establishment
10	Setyani et al. (2022)	Dependent Variable: budget decision making Independent variable: Accounting information system, and organizational culture on the performance of government agencies.	This research uses a survey method with a questionnaire instrument to collect data. Data collection in this research was carried out by distributing questionnaires to respondents directly.	The results of this research indicate that first, the accounting information system has no effect on the performance of government agencies.
11	Salmanzadeh et al. (2022)	Dependent variable: management control system Independent variable: preventing corruption, increasing	Data were collected through interviewing 13 experts in the field of the management control system and functions of management accounting and reviewing related texts,	The achievement of the present study is to provide a strong management control system in the public sector. As previously stated, the management control system can exist in processes

		transparency and accountability, performance-based budgeting, and performance-based auditing	articles and books in this field, and their content was analyzed through grounded theory and content analysis method and MAXQDA 2021 software was used for data analysis in 1399	such as planning, formulating strategies, implementing, comparing actual operations with standards and budgets, evaluating performance, and monitoring the proper implementation of each step
12	Maelah et al. (2021)	Dependent variable: Management Accounting Information (MAI) Usefulness Independent variable: decision-making, and cloud computing among SMEs in Malaysia	The survey was conducted on 384 Malaysian small and medium-sized enterprises in various sectors. The study obtained 105 useable responses which were analyzed using Smart PLS 3.0 (Partial Least Square).	The results provided evidence for organizations to realize the importance of MAI, and strategize how to relate to information characteristics in decision-making
13	Nguyen (2018)	Dependent variable: decision making Independent variable: Market orientation, accounting system and firm performance	The hypotheses were empirically tested using partial least square structural equation modeling with survey data from 171 large business firms in Vietnam. T	– This study has two key findings: first, the use of MAS (in terms of broad scope, timeliness, aggregation, and integration) mediates the effect of MO on firm performance
14	Abubaka et al. (2019)	Dependent Variables: Knowledge creation Independent variable: t-shaped skills, collaboration, it supports and learned	The extant literature shows that knowledge creation has an impact on organizational performance	This view allows us to draw the conclusions that both rational and intuitive decision-making style can strengthen the impact of knowledge creation processes on organizational performance.
15	Padumadasa and Rehan (2009)	Dependent variable: web based DSS for tender evaluation Independent variable: data base, model base required for model deliver and user interface web page	n order to realize the above stated objective an insight was carried out under the multiple criteria decision-making models.	The solution to automate the manual tender procedure was seen as a success due to several reasons.
16	Azadnia et al. (2015).	Dependent variable: dements and constraints Independent variable: weighting the, optimizing the and	The proposed model is developed based on the parameters achieved through the preprocessing of suppliers' social, environmental and economic	In order to highlight the importance of sustainability objective functions considered in this research, the proposed model is compared with a cost-based single-objective model of

		construction multi objectives	data by a rule-based weighted fuzzy approach and fuzzy analytical hierarchy process	multi-period multi-product lot-sizing with supplier selection
17	Azudin and Mansor (2018)	Dependent variable: Management Accounting Practices Independent variable: MAPs provide various tools, techniques and valuable internal information including for budgeting, profit planning and performance evaluation	A total of 310 questionnaires were sent to SMEs in the east coast of Malaysia and 110 were returned. However, 8 of them were incomplete and thus, excluded from the final analyses	those findings are inconsistent with the results documented for large companies and thus, future studies are needed to further explore the MAP issues
18	Bui and De (2017).	Dependent variable: Overseas climate change policies Consumer preference Public opinion Independent variable: Change in business risk exposure, Risk management strategies and Carbon accounting practices	Data include interviews and archival documents from five New Zealand electricity generators. We construct a theoretical framework that links climate change risks and opportunities to strategic responses.	Regulatory uncertainty was found to be the major constraint to a proactive strategy and carbon management accounting development in response to climate change
19	Hoozée and Mitchell (2018).	Dependent variable: management relative influence on MAS design Independent variable: multi business organization structure, consultant's involvement in MAS design and management accounting decentralization	. However, the strength of their influence does vary both across firms and the sub-areas of management accounting and, in a significant number of cases, the management accountants' influence is the greater	The results, therefore, suggest that the processes by which MASs evolve differ across firms due to the variation that exists in the influence exerted by these two parties in MAS design. T
20	Dahal et al. (2020).	Dependent variable: rationalize decisions Independent variable: management	By using a random sampling technique, a sum of 408 respondents had partaken in the survey and 385 responses	this study would assist to pay attention to the concerned personnel towards the use of management accounting

		accounting techniques	were properly filled up for further analysis. The survey questionnaire had three questions relating to general and demographic information	techniques on rationalize decisions.
21	Dahal and R (2021)	Dependent variable: traditional MATS Independent variable: organizational efficiency and performance and contemporary MATS	An empirical survey of 385 respondents from eighteen listed NMCs in the NEPSE (Nepal Stock Exchange) was conducted using a structured questionnaire	It provided practical information to the concerned authorities in the NMCs as well as the prospective researchers.
22	Parajuli and Shrestha (2020)	Dependent variable: Decision-making and performance analysis Independent variable: Controlling and evaluating performance, providing information for top and lower level management for decision-making And Providing information for allocation of	A survey through a structured questionnaire was taken as a source of data for this study. The questionnaires were distributed to 90 financial, production, and operation managers of the selected firms	The results showed that the major three significant factors of MAS are decision-making and performance analysis, proper allocation of resources and cost reduction, and planning and budgeting tool
23	Khadka et al. (2024).	Dependent variable: decision making Independent variable: accounting information	Research methods refer to the specific procedures and techniques researchers use collect, analyze, and interpret data.	There is a significant impact of accounting information on investment and marketing decisions. In the competitive age accounting information is important for investment and marketing related decision for survive and growth of co-operatives
24	Gyamera et al. (2023)	Dependent variable: Financial performance Independent variable: Information technology and Management cocooning service	The sample size was calculated using a population of 4,000 registered small and medium businesses to arrive at 365 Modular	contacted using a systematic sample process and given questionnaires to complete. This study used the agency theory and Technology Acceptance Model (TAM). The PLSSEM Software was used to analyze the data collected from the respondents.

25	Adhikari (2023)	<p>Dependent variable: Out of the 51 hydropower market value per share</p> <p>Independent variable: Power Company Limited earning per share, dividend per share and book value per share</p> <p>Stock Exchange, Butwal Power Company Limited (BPC) and Chi lime Hydro Power Company Limited (CHPC) were randomly selected for the study</p>	<p>e, the findings of this research could be compared and used for further research by taking different accounting information like cash flow and operational profit on stock prices changes.</p>
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2.4 Research Gap

A number of academics used a sample size of less than four hundred respondents to draw conclusions from their studies that combined primary and secondary data. The study used causal comparative approaches to analyses data in an effort to find statistics on pertinent subjects. The study is a prerequisite for the Master's degree dissertation in Tribhuvan University's MBS programmed. The study focuses on Nepalese people, with a sample size of 400 respondents. Owing to temporal constraints and financial constraints, the study utilized a descriptive and causal comparative research strategy to evaluate its hypotheses.

It is advised to think about employing the full population being studied or a sample size greater than 400 in future studies. Other approaches beyond panel data analysis should be investigated, and the use of secondary data could improve the accomplishment of study goals. In comparison to the current study, future research should be prepared to dedicate more time and resources.

CHAPTER- III

RESEARCH METHODOLOGY

Through methodical and planned processes comprising the gathering, analyzing, and interpretation of data and facts, the research methodology functions as an organized approach to solving an issue. It includes the approach, framework, and methodology used in studies to answer research questions or validate research hypotheses. The components of research design, data sources, population and sample, and data analysis techniques and instruments are all covered in this chapter on research methodology. The following is an outline of the main elements of the research methodology as they relate to this study.

3.1 Research Design

The study's goal was to use a quantitative research approach to simplify and restructure challenging research challenges (Mujis, 2010). Numerical data is utilized in a quantitative research approach to quantify a research challenge (Mugenda, 1999). This study used this methodology because the data it provided were essential for making informed business decisions (Vogt, 2007). By figuring out the model variables' statistical significance, it also made it possible to increase the study's validity. A quantitative study design is also beneficial since it reduces the possibility of making mistakes, claims Dörnyei, (2007). To accomplish the above goals, a regression model was utilized to evaluate the relationship and magnitude of effects between management accounting elements and decision-making. The utilization of primary data obtained from workers of telecom businesses in Erbil, North Iraq, served to support this further. The collected data was analyzed using descriptive and causal comparative research design. Reliability testing was also performed using Cronbach alpha tests to ensure that all ethical guidelines were adhered to. The data was analyzed using the statistical package for social sciences (SPSS) 23.

3.2 Population and Sample and Sampling

The study made use of primary data that was gathered from participants using a questionnaire 400 surveys were sent to all manufacturing companies in Nepal, from which the questionnaires were collected. The purpose of the data analysis, which was

conducted using SPSS version 23, was to identify potential avenues for addressing the research questions that were posed. Thus, the purpose of this chapter is to examine the data analysis techniques employed in this research.

3.3 Nature and Source of Data and Instrument of Data Collection

The research tool was created utilizing concepts from Butterfield (2016). This was significant since it allowed for comparisons between the conclusions reached here and those reached by Butterfield. Furthermore, the research tool was created using empirical concepts from previously approved investigations. This made it possible for the questionnaire to continue being extremely valid and dependable for achieving the goals of this investigation.

There were two sections to the questionnaire. While the second segment covered information about the functions of management accounting and how it affects decision-making, the first section concentrated on gathering demographic information about the participants.

Constructs in the first and second portions were measured using five-point and four-point Likert scales, respectively. I completely disagree, I disagree, neutral, I agree, and I completely agree were the values on the five-point Likert scale, which ranged from one to five. Very important, somewhat important, not important, and not at all important were the values that ranged from one to four on the four-point Likert scale.

3.4 Method of Analysis

This study examined the functions of management accounting in the decision-making process using regression analysis. Regression analysis makes it possible to investigate the connection between management accounting and its functions, which is the reason (Sekaran & Bougie, 2016). Furthermore, Regression analysis is another tool that can be used to assess how much management accounting influences decision-making (Seber & Lee, 2012). The regression model is predicated on the notion that information collection (CI), information processing (PI), information communication (COMI), and the quality of management accounting reports (QMAR) all have a role in decision making (DM). The following is a functional illustration of this:

$$DM=f(CI, PI, QMAR, COMI) \dots\dots\dots (1)$$

Regression analysis was introduced to expression (1), utilizing an intercept (α), coefficients (β_1 to β_4), and an error term (μ). This produced the regression model that equation (2) displays, which is as follows:

$$DM= \alpha+\beta_1QMAR+\beta_2CI+\beta_3PI+\beta_4COMI+\mu\dots\dots\dots (2)$$

As a result, theories were developed in relation to expression (2), and the estimated regression model provided the test findings.

3.4.1 Reliability Analysis

Here, reliability is evaluated through the application of the Cronbach's alpha measurement approach, which looks at the dependability of surveys with many Likert scale questions. When analyzing alpha in Likert scale questions, the following basic rule is used:

Table 2

Cronbach's Alpha

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$A > 0.5$	Unacceptable

3.4.2 Statistical Analysis

Mean (\bar{X})

In statistics, the average or arithmetic average of a collection of numbers is denoted by the mean. Alongside the median and mode, it functions as a measure of central tendency within a probability distribution. Furthermore, it is also frequently called the expected value.

Standard Deviation (σ)

The standard deviation is a statistical measure used to express how much a group of data vary or are dispersed. It entails determining how far each data point deviates from the mean and is computed as the square root of variance (Acharya, Shah, Yadav & Poudel, 2018). It is denoted by (σ).

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

Where,

X= variables

\bar{X} = mean

n= No. of Period

Minimum and Maximum

In the research context, the highest frequency value in the distribution is referred to as the maximum, and the smallest frequency value is represented by the minimum. Understanding the range of frequency discrepancies within the study values is made easier by this measurement.

Correlation Analysis (r)

Finding the correlation between two variables has never been easier. The extreme goods' sizes have no bearing on it. The standard symbol for the Karl Pearson coefficient of correlation is "r."

$$\text{Correlation Coefficient (r)} = \frac{n\sum XY - \sum X \sum Y}{\sqrt{[n\sum X^2 - (\sum X)^2][n\sum Y^2 - (\sum Y)^2]}}$$

Where,

N = number of X and Y

$\sum XY$ = Sum of the series X and Y

$\sum X$ = Sum of the series X

$\sum Y$ = Sum of the series Y

$\sum X^2$ = Sum of the square of series X

$\sum Y^2$ = Sum of the square of series Y

According to Acharya et al. (2018), correlation analysis is a statistical method used to ascertain the nature and degree of a relationship between two sets of variables. The degree of correlation between two variables is quantified and their covariance is illustrated. This relationship is described by the Pearson correlation coefficient. The value of the correlation coefficient falls between -1 and +1. The two variables move precisely in opposing directions when the correlation coefficient is -1, which denotes a perfect negative correlation. A correlation value of +1, on the other hand, denotes a complete positive association and shows that the variables are moving simultaneously.

Regression Analysis

A statistical technique called multiple regression analysis is used to look at the relationship between several independent (predictor) variables and one dependent (criterion) variable. Predicting changes in the dependent variable from changes in the independent variables is the main objective of multiple regression analysis. This analysis evaluates multiple regressions' predictive power. Additionally, the percentage of variability in the dependent variables that the regression equation can explain is quantified by the multiple determination. The following is an expression for the multiple regression equation:

Model

$$DM = a + b_1QMAR + b_2CI + b_3PI + b_4COMI$$

3.5 Research framework and Definition of the Variables

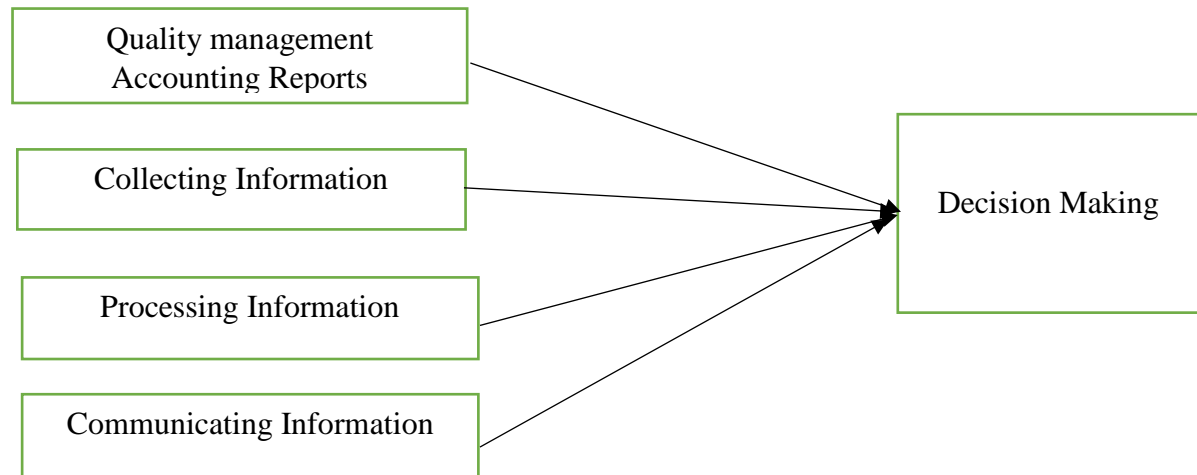
The variables are shortened as follows for the ease of presenting the research. This is seen in the figure that follows.

Figure 1

Research Framework

Independent Variables

Dependent Variable



Source: Braim (2020)

Quality Management Accounting Reports (QMAR)

This paper defines quality management accounting practice as using methods and resources that management accountants now have access to in order to help supply management accounting data for market competition decision-making. In practice, quality improvement means finding ways to enhance processes systematically and proactively in order to raise the bar for quality (De Mast, 2004).

Collecting Information (CI)

The focus of this work is on collaborative decision-making in the face of ambiguity. It deals with gathering data to facilitate better decision-making. To be more specific, an agent can get more information from other agents who are better educated about the situation because he only has partial knowledge of the pertinent facts to act in the best possible way. There are also fully automated telephone systems available, in which a computer using a digitized human voice conducts the entire interview, including making the phone call and asking questions. In response, customers hit different touch-tone buttons (Havice & Banks 1992). In more recent times, online home sites have had surveys added to them (Gjestland 1996).

Processing Information (PI)

Human performance is centered on information processing. The operator must perceive information, transform it into different forms, act based on the perceived and transformed information, process feedback from that action, and evaluate the impact of that action on the environment in a variety of scenarios where humans interact with systems. These traits hold true regardless of whether information processing is described using the closed-loop model, which has its origins in both control and psychological research, or the traditional open-loop information processing model, which draws heavily on psychological research. Engineering (e.g., Flach and Jagacinski, 2003; Pew and Baron, 1978; McRuer, 1980); and more modern conceptualizations in ecological psychology (Hancock and others, 1995)

Communicating Information (COMI)

Two elements are necessary for the information-communication process, notwithstanding its potential complexity: a source that transmits the message and a recipient that receives it (Weaver, 1966; Wiener, 1966). Sending a message is an act of communication on the part of the source, receiving a message is an act of communication on the part of the receiver, and communicating the message is the sum of the actions taken by both the source and the recipient (Weaver, 1966; Wiener, 1966). The less the difference is between the amount of information given from the source and the amount received by the recipient, the more successful the Intercultural/Health Communication 389 information-communication.

Decision Making (DM)

The responsibility of making decisions that frequently impact a company's worth and viability falls on managers. As a result, managers have a difficult time coming to the best conclusions. Fully rigorous formal theories of decision-making have gained widespread acceptance as models of rational choice during the past fifty years (Fishburn, 1988). It could be assumed that managerial decision-making is limited to computing the results of these normative models. Rational decision, on the other hand, has not been as commonly recognized. Even if the great majority of managers try to choose the best course of action, there are undoubtedly many obstacles standing in their way.

CHAPTER -IV

RESULTS AND DISCUSSION

In order to facilitate the availability of results about the study's objectives, the data analysis results are supplied. To guarantee the best outcomes, the data have been examined in accordance with the study methods described in the third chapter. The reader's familiarity with the principles of data analysis and interpretation is the goal of this chapter. The presentation is methodically arranged according to the variety of instruments and approaches applied in order to identify connections and applicability between the information and the goals. It includes a main data analysis and the findings that follow.

4.1 Result

4.1.1 Demographic Characteristic

Multiple regression analysis's primary objective is to forecast changes in the dependent variable based on changes in the independent variables. This method helps evaluate the multiple regressions' predictive potential. Moreover, the multiple regression determination can be understood as the proportion of variation in the dependent variables that the regression equation can explain.

Table 3*Demographic variables*

Variables	Description	Count	Percentage
Gender	Male	140	35.0
	Female	260	65.0
Total		400	100.0
Age group	18-25 years	60	15.0
	26-33 years	120	30.0
	34-41 years	115	28.8
	42 years +	105	26.2
Total		400	100.0
Educational qualification	Diploma	83	20.7
	BBS	142	35.5
	BBA	77	19.3
	MBA	98	24.5
Total		400	100.0
Work location	Head office	230	57.5
	Branch office	170	42.5
Total		400	100.0
Managerial level	Junior level	120	30.0
	Middle level	180	45.0
	Senior level	100	20.0
Total		400	100.0
Do reports contain financial information at work?	Yes	250	62.5
	No	150	37.5
Total		400	100.0

(Source: Field survey 2024 and SPSS-23)

Table 3 shows that several demographic factors that are connected. The respondent type details are divided into two categories: male and female. There are 140 male respondents, or 35 percent of the total sample, are male. The female respondent is 260 in number and 65 percent out of 100 percent. The percentage of respondents "between" the ages of 18 and 25 is 15 percent. The percentage of respondents "between" the ages of 34 and 41 is 28.8 percent. the older than 42, making up 26.2 percent of the total. Each indicates the respondent's level of education; they belong to distinct educational groups. They hold diploma, BBS, BBA and MBA although. There are 20.7 percent Diploma. There are 35.5 percent people with BBS. There are 19.3 percent, below the BBA. There are 24.5 percent the MBA. The respondent's Work location is displayed here. The respondents Head office 57.5 percent. The respondent's Branch office 42.5 percent of the total. The respondent's Management level is also displayed in the table. The respondent's junior level, which comprises 120 of the totals. The respondent works middle level which 180 people. The respondent's senior level with 100 people.

4.1.2 Reliability Analysis

This study used the Cronbach's alpha test to look at the model variables' internal consistency. Cooper et al. (2006) emphasized that in order to determine the degree to which the structures may support high dependability, internal consistency testing must be performed. According to Tavakol and Dennick (2011), the model structures must have a minimum value of 0.70 in order to produce the appropriate internal consistency, which can support high dependability.

Table 4

Reliability Statistics

Variables	Cronbach's alpha	Decision
Decision Making	0.869	Highly reliable
Collecting Information	0.759	Highly reliable
Quality of Management Accounting Reports	0.736	Highly reliable
Processing Information	0.845	Highly reliable
Communicating Information	0.913	Totally reliable

(Source: Field survey 2024 and SPSS-23)

According to the established results, every variable has strong internal consistency since every alpha value is above 0.70. Stated differently, the management accounting variables exhibit a high degree of reliability when employed to elucidate their respective roles in the decision-making process.

4.1.3 Descriptive Statistics

Table 5

Descriptive statistics

Variables	N	Min	Max	Mean	Std. Dev
Quality management accounting reports	400	4.10	5.00	4.749	0.160
Collecting Information	400	4.50	5.00	4.692	0.179
Processing information	400	4.30	5.00	4.81	0.180
Communicating information	400	4.20	5.00	4.576	0.463

(Source: Field survey 2024 and SPSS-23)

Table 5 shows the descriptive statistics derived from 400 distinct investor observations. The dependent variables, decision making, and the independent factors, quality management accounting reports, collecting information, processing information and communicating information are calculated here along with their Minimum, maximum mean, and standard deviation. The computation of the mean, and standard deviation is dependent on the questionnaire response from the respondent. The respondent's minimum, maximum, mean, and standard deviation in this case are 4.10, 5.00, 4.749 and 0.160, respectively, regarding their collecting information. The respondent's minimum, maximum, mean, and standard deviation in terms of quality management accounting reports are 4.50, 5.00, 3.692 and 0.179 respectively. The respondent's processing information are as follows: 4.30, 5.00, 4.81 and 0.180 for the minimum, maximum, mean, and standard deviation, respectively. The respondent's minimum, maximum, mean, and standard deviation of communicating information are, respectively, 4.20, 5.00, 3.576 and 0.463. The present state of collecting information and processing information, as indicated by the table, demonstrates that respondent responses are as consistent as good as possible due to

the extremely low research standard deviation, which also indicates extremely low data variance.

4.1.3 Correlation Analysis

Table 6

Correlation of variable

	QMAR	CI	PI	COMI	DM
QMAR	1				
CI	0.362*	1			
PI	0.236*	0.185*	1		
COMI	0.373*	0.345*	0.216*	1	
DM	0.376*	0.265*	0.082*	0.426*	1

(Source: Field survey 2024 and SPSS-23)

** significant at 1% level of significant

*significant at 5% level of significant

Decision making (DM), collecting information (CI), processing information (PI), quality of management accounting reports (QMAR) and communicating information (COMI).

Table 6 is the correlations between various factors. Here, 400 investors are surveyed, and the correlation between the independent and dependent variables is determined. The investment choice is the dependent variable, and the independent factors collecting information, processing information, quality of management accounting reports and communicating information. The research's relevance to the second objective is related. By calculating the correlation between the variables, the goals are to be met. A questionnaire is used to get primary data from 400 share market investors in the Kathmandu Valley, who are referred to as research respondents, in order to calculate the correlation.

It is also noteworthy that there is a favorable correlation between quality of management accounting reports and decisions making. Since the significant value is less than 0.05—the so-called five percent level of significance the correlation value is positive 0.376 and is substantially correlated

It is also noteworthy that there is a favorable correlation between collecting information and decisions making. Because the significant value is less than 0.05, the five percent level of significance the correlation value is positive 0.265 and is substantially associated.

It is also noteworthy that there is a favorable correlation between processing information and decisions making. Since the significant value is less than 0.05—the so-called five percent level of significance the correlation value is positive 0.082 and is substantially correlated

It is also noteworthy that there is a favorable correlation between communicating information and decisions making. Since the significant value is less than 0.05—the so-called five percent level of significance the correlation value is positive 0.426 and is substantially correlated.

4.1.4 Multiple Regression Analysis

Predicting changes in the dependent variable from changes in the independent variables is the main goal of multiple regression analysis. This technique aids in assessing the predictive power of the multiple regressions. Furthermore, the percentage of variation in the dependent variables that the regression equation can account for can be viewed as the multiple regression determination.

Table 7

Model Summary

R²	Adjusted R²	Std. error
0.576	0.443	0.281

(Source: output from SPSS-23 and SPSS-23)

Table 7 shows with an R-square value of 0.576, the estimated OLS regression model explains 57.6 percent of the variations in the manufacturing companies' decision-making abilities in Nepal. These factors include information processing, communication, management accounting report quality, and information collection.

R^2 and Adjusted R^2 differ slightly, indicating that the model did not contain any superfluous variables.

Table 8

ANOVA Table

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	4.982	5	1.612	71.66	0.000
	Residual	6.302	456	0.017		
	Total	11.284	449			

a. Dependent Variable: Decision Making

b. Predictors: collecting information, Processing information, quality of management accounting reports and communication information.

Table 8 shows that respondent's ANOVA 400 observation in the share market. The investment decision is the dependent variable in this case, while the independent factors include individual saving habits, financial attitudes, financial competence, and financial knowledge. Because the significant value is less than 5%, whole regression model insignificant. The regression's mean is quite strong

Table 9

Coefficients Table

Variables	Coeff.	Std. error	t	sig
Constant	0.562	0.265	2.121	0.025
Quality of Management Accounting Reports	0.034	0.041	2.016	0.044
Collecting Information	0.868	0.335	2.591	0.030
Processing Information	0.156	0.042	2.400	0.024
Communicating Information	0.476	0.231	2.234	0.015

a. Dependent Variable: Decision making

(Source: Field survey 2024 and SPSS)

Table 9 shows the regression coefficients of the observations for 400 here. Decisions making are dependent variables, while collecting information, processing information, quality of management accounting report and communicating information are independent variables. The accuracy and significance level of each variable's change with respect to the dependent variable are displayed in this coefficient table.

The quality management accounting reports coefficient has been positive 0.034. Here the coefficient said that 1 percent change in the quality management accounting reports than 1.034 positive change into the decision-making process of the Nepalese manufacturing companies. The accuracy of the calculated value is 0.513 which is low it means the calculated result is high accurate. The significant value of the coefficient is 0.044 which is less than 0.05 so has significant positive impact on decision making

The collecting information coefficient has been positive 0.868. Here the coefficient said that 1 percent change in the collecting information than 0.868 positive change into the decision-making process of the Nepalese manufacturing companies. The accuracy of the calculated value is 0.335 which is low it means the calculated result is high accurate. The significant value of the coefficient is 0.030 which is less than 0.05 so the impact of the collecting information to the decision-making process is significant.

The processing information coefficient has been positive 0.156. Here the coefficient said that 1 percent change in the processing information than 0.156 positive change into the decision-making process of the Nepalese manufacturing companies. The accuracy of the calculated value is 0.0065 which is low it means the calculated result is high accurate. The significant value of the coefficient is 0.024 which is less than 0.05 so the impact of the processing information to the decision-making is significant

The communicating information has been positive 0.476. Here the coefficient said that 1 percent change in the communicating information than 0.476 positive change into the decision-making process of the Nepalese manufacturing companies. The accuracy of the calculated value is 0.231 which is low it means the calculated result is

high accurate. The significant value of the coefficient is 0.015 which is less than 0.05 so the impact of the communicating to the decision-making is significant.

4.2 Discussion

Examining the role of management accounting in manufacturing companies' decision-making was the aim of the study. According to the research, a significant number of manufacturing organizations think that performance management and direction are mostly dependent on financial statistics. The report also suggests that manufacturing companies use financial data for a range of purposes. Financial information is therefore used to determine a company's competitive standing, allocate resources, establish long-term strategies and goals, set targets, and inspire employees to strive towards the organization's aims. This indicates that several goals are achieved with financial data, and the significance of each goal varies based on the activities of the department.

The results show a positive correlation between each management accounting aspect. Thus, if one of the variables related to management accounting improves, the other variables will follow suit. Moreover, decision making and management accounting factors—information communication, processing, management accounting report quality, and information gathering have positive correlations. Delivering high-quality reports, however, mostly depends on a company's capacity to gather more accurate data. However, information processing depends more on how well the business's information systems work than it does on the final goal of information exchange.

Correlation analysis showed that DM has low positive relation with QMAR i.e.0.376, which is statistically not significant. Meaning that DM of the companies with the increase as QMAR for the companies. This result is consistent with the result of Braim And Mohammed (2020) Who also found a positive association between DM and QMAR Concluding manufacturing companies.

Likewise, there is positive correlation (i.e., 0.265) between DM and CI. Since CI for the Companies improves along with DM for the companies, this is statistically significant in the population. This outcome is comparable to that of Al Kharousi (2023),

who discovered that DM and profitability fluctuate in the same way and concluded that a company.

There is positive correlation between DM and PI i.e. 0.82 and the relation is significant at the 5 percent of significant. Meaning that the companies DM increases as the CI increases. The result is similar to the finding of Ghimire (2023), who pointed out, there is positive relation between DM and PI in their study.

There is a high degree positive correlation between DM and COMI i.e. 0.426 and the relation is significant at the 5 percent level of significance, meaning that the companies DM increases as the COMI increases. The result is similar to finding of Azudin and mansor (2018) and Meyer and Rowan (1977) who stated higher COMI in their study.

The regression analysis found that QMAR is 0.034 and the t value (that is,0.041) lower than 5 percent significance level, indicating that QMAR has significant positive effect on manufacturing companies DM. this result is consistent with that of Setyani (2022) and is also confirmed by Braim and Mohhammad (2023) who found that the QMAR was the driving force behind manufacturing companies.

In contrast, the coefficient of CI 0.868. This means that CI has a significantly positive impact on manufacturing companies DM, as the p -value (i.e.0.030) is less than 5 percent significance level. This result is consistent with those of Salmanzadeh et al. (2022). This means CI has a big impact on DM in the sample manufacturing companies.

Similarly, the PI coefficient is 0.156, which means that PI has a significantly positive impact on manufacturing companies DM. this is because the p-value (that is,0.024) is less than the 5 percent significance level. This result is consistent with Azadnia et al. (2015) who concluded that higher Pi increase the manufacturing companies.

Similarly, the COMI coefficient is 0.476, which means that COMI has a significantly positive impact on manufacturing companies DM. this is because the p-value (that is,0.015) is less than 5 percent significance level. This result is consistent with

Parajuli And Shrestha (2020) who concluded that COMI increase the manufacturing companies.

Similarly, the company size coefficient is 0.562. this means that company size has no significantly positive effect on manufacturing companies DM, as the p- value (i.e.0.025) is less than 5 percent the significant level. The result is opposite with the finding Brim and Mohammed (2023), who detected positive effect of company size on DM.

CHAPTER-V

SUMMARY AND CONCLUSION

5.1 Summary

The primary focus of this chapter was an analysis of how management accounting influences decision-making. This was accomplished by reviewing relevant literature and using related theoretical concepts. Research has indicated that management accounting is essential to organizational decision-making. The papers that were analyzed also demonstrated the wide range of management accounting techniques that are applied in decision-making.

An analysis of these techniques showed that managers' approaches to each distinct area of management accounting, rather than the management accounting techniques employed, are what ultimately decide how effective decisions are. Because of this, the study showed how managers' information gathering, processing, and communication skills—as well as their ability to produce high-quality reports—affect decision making in management accounting. There hasn't been much research done on activities; most studies concentrate on the use of particular techniques like activity, cost, and process accounting. Entail the application of those techniques. Thus, this study adds to the body of knowledge already available on management and decision-making. This is so because it addresses matters that have an impact on the caliber and efficacy of decisions taken. Consequently, additional organizational the degree of decisions made by managers affects other organizational factors like performance. Therefore, this study examines the implications and consequences of management accounting on decision making from this point of view.

organizations, industries, and sectors all have different reasons for choosing to concentrate on information gathering, processing, and sharing, as well as creating high-quality reports. Many studies concentrate on manufacturing enterprises, and further investigation is required to analyses a case like this in the context of manufacturing companies in Nepal. This is somewhat accurate in the case of Northern Iraq, where detailed research on the subject has not yet been conducted.

The review literature also demonstrated that there hasn't been much progress in using regression analysis to evaluate how management accounting affects decision-making. In order to model the effects of management accounting on the decision-making of manufacturing enterprises in Nepal and Northern Iraq, this study proposes to utilize a regression model. The advantage is that management accounting's effects are simple to quantify and can be shown in terms of both their magnitude and importance.

The review literature also demonstrated that there hasn't been much progress in using regression analysis to evaluate how management accounting affects decision-making. In order to model the effects of management accounting on the decision-making of manufacturing enterprises in Nepal and Northern Iraq, this study proposes to utilize a regression model. The advantage is that it is simple to evaluate the effects of management accounting and to determine their magnitude and importance.

5.2 Conclusion

The goal of the study was to investigate how management accounting functioned in Nepalese manufacturing enterprises' decision-making processes. The study also aimed to ascertain the value of management accounting data in Nepalese manufacturing companies' decision-making processes. This also includes conclusions about how manufacturing enterprises in Nepal could more effectively use management accounting data to guide their decision-making.

The findings demonstrated that there was broad consensus among the staff regarding the significance of financial data in terms of performance direction and control. Additionally, it was shown that Nepalese manufacturing enterprises differ significantly in how they use financial data. As a result, financial data is used to determine the firm's competitive standing, allocate resources, create long-term plans and strategies, schedule goals and targets, and inspire staff to strive towards attaining organizational objectives. This means that a wide range of reasons, each with varying importance based on the actions of a department, require financial information.

All of the management accounting variables have a positive correlation with one another, it may be determined. Therefore, if one of the management accounting variables improves, the other variables will also improve.

Furthermore, there exist affirmative associations between decision-making and management accounting variables, namely information collection, information processing, report quality, and information communication. However, the company's capacity to gather more accurate information is a major determinant of providing high-quality reports. However, information processing depends heavily on how well the business's information systems function and less reliant on information transmission, which is the main responsibility.

The results gained align with the body of literature that already exists about management accounting's role in information collection. The premise is that an organization's capacity to make logical judgements is improved by a high level of information availability. On the other hand, the manufacturing enterprises in Nepal become less capable of making decisions when the quantity of time and processing operations that must be completed increases.

Overall, the findings demonstrate that management accounting significantly influences Nepalese manufacturing enterprises' decision-making. Relatively high R-squared and substantial F-statistics serve as proof of this. Thus, it follows that management accounting is essential to decision-making.

5.3 Implications

Because this study solely analyses data from manufacturing enterprises in Nepal, its conclusions can only be applied to that country's manufacturing sector. To improve the findings' relevance, future research can compare manufacturing enterprises in Nepal with other businesses. Due to supply chain complexity and infrastructure constraints, industrial enterprises in Nepal frequently struggle with cost control. To increase productivity and cut costs, management accounting aids in the identification of cost drivers, the analysis of production costs, and the optimization of resource allocation.

For manufacturing enterprises in Nepal, where supply chain management and logistics can be difficult, effective inventory management is essential. In order to minimize carrying costs and maintain adequate stock levels to satisfy demand,

management accountants are crucial in the implementation of inventory control systems and the analysis of inventory turnover.

Nepalese manufacturing businesses profit from strong planning and budgeting procedures made possible by management accounting. This entails creating yearly budgets, projecting production and sales volumes, and wisely allocating resources to meet financial objectives in the face of shifting market conditions.

For manufacturing companies in Nepal, management accounting offers instruments for assessing and measuring performance. Management accountants assist in evaluating operational performance, pinpointing opportunities for development, and facilitating decision-making at both the strategic and operational levels through the use of variance analysis, key performance indicators (KPIs), and profitability analysis.

Manufacturing businesses in Nepal are required to follow legal guidelines and uphold financial openness. In addition to fostering governance measures that improve accountability and reduce financial risks, management accounting guarantees adherence to regional accounting standards and regulatory frameworks. Manufacturing businesses in developing nations like Nepal frequently have to make choices about capital expenditures for infrastructure, technology, and capacity development. In order to appraise investment opportunities, gauge potential risks, and assist well-informed investment decisions that are in line with long-term strategic goals, management accounting offers financial analysis and feasibility studies.

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APPENDICES QUESTIONNAIRE

Dear participant,

As required by the MBS program, I am conducting this questionnaire survey for an academic study. " THE ROLE OF MANAGEMENT ACCOUNTING IN THE DECISION-MAKING PROCESS OF NEPALISES MANUFACTURING COMPANIES" is the title of my study. I would like to make it clear that this research is solely for academic purposes, and I am only looking for an honest response from you. I guarantee that all information you provide will be kept strictly confidential and used solely for academic purposes. Convenience sampling was used to guarantee that the traders chosen for the study were those who showed an interest in taking part and were prepared to respond to the questionnaire.

Thank you for your cooperation.

Surendra Bahadur Jagri

MBS Student

Shanker Dev Campus, Kathmandu

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Section II: Informative section

This section seeks to acquire details about your perception towards the role of management accounting in decision making. Kindly provide your answers based on rating of 1-5 which corresponds to the following

I completely disagree	I disagree	neutral	I agree	I completely agree
1	2	3	4	5

Tick as you see appropriate (√).

	Use of financial information	1	2	3	4	5
7	Developing long strategies and plans					
8	Assessing the competitive position of the firm					
9	Motivating employees to work towards achieving organisational goals					
10	Allocating resources					
11	Planning goals and objectives					
12	Directing and controlling performance					

This part seeks to acquire details about your perception towards the role of management accounting in preparing quality reports. Kindly provide your answers based on rating of 1-5 which corresponds to the following

Very important	Somewhat important	Not important	Not at all important
1	2	3	4

Tick as you see appropriate (√).

Quality of management accounting reports		1	2	3	4
13	It is possible that I will use the information contained in the reports				
14	I am happy with the way management accounting reports are being prepared				
15	I depend on the accuracy of the published reports				
16	The information provided is up to date				
17	The required information is easily and readily available				
18	The reports are easily comprehensible				
19	The reports are clear				
20	The information contained in the reports is adequate				

This part seeks to acquire details about your perception towards the role of management accounting in decision making. Kindly provide your answers based on rating of 1-5 which corresponds to the following

I completely disagree	I disagree	neutral	I agree	I completely agree
1	2	3	4	5

Tick as you see

appropriate (√).

	Decision making	1	2	3	4	5
21	Strategic decision are made by the board of directors through accounting information					
22	Decisions of the management largely depends on accounting information					
23	Decisions about the perception of employees is made through accounting information					
24	Decisions as to whether the enterprise is making profits or not is made via accounting information					

25	Time factor in decision making is largely dependent on accounting information					
26	Decisions about overall performance of the organization via growth, effectiveness, productivity etc is made through accounting information.					
27	Management can easily make effective decisions that would move the enterprise forward through accounting information.					
Collecting information						
28	Management accounting makes it easy for managers to collect information.					
29	Information is collected on time.					
30	There are no barriers that hinder the collection information by managers.					
31	Information is collected at a relatively affordable price.					
32	Management accounting provides so may ways of collecting information.					
33	All employees can easily participate in the information collection process.					

34	Management accounting provides a better way of collecting information.						
35	Various information can easily be collected.						
	Processing information						
36	There is timeous processing of information.						
37	A lot of information can be processed at once.						
38	A few resources are needed to process management accounting information.						
39	There is advanced technological equipment to aid the processing of information.						
40	The information processed can easily be used by all departments.						
41	The processed information is always useful.						
42	Management accounting information is sometimes						

	difficult to process.					
43	Not all organisational information is easily processed.					
	Communicating information					
44	Accounting information is easy to communicate between departments.					
45	Less time is needed to communicate processed accounting information.					
46	There are various ways that can be used to communicate accounting information.					
47	All employees can participate in the communication process.					
48	Not all employees have access to accounting information.					
49	There are challenges that limit the communication of accounting information.					
50	More is needed to improve the communication of accounting information.					
51	The communication of accounting information is vital for the organisation.					

..... **Thank you for your time ...**

THE ROLE OF MANAGEMENT ACCOUNTING IN THE DECISI...

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