CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Accounting information is the language of business as it is the basic tool for recording, reporting and evaluating economic events and transactions that affect business enterprises. It processes all documents of a business financial performance from payroll, cost, capital expenditure and other obligations to sale revenue and owners' equity. It provides financial information about ones business to the internal and external users, such as managers, investors and others. It is sometimes referred to as a means to an end, with the ending being the decision that is helped by the availability of accounting information (Arneld & Hope, 2009). The making of decision, as everyone knows from personal experience is a burdensome task (Wada, 2006). In most cases indecision is as disastrous as making a wrong one, therefore a plan of action is indispensable. Management is constantly confronted with the problem of alternative decision making especially knowing that resources are alternatively scarce and limited. It is therefore pertinent that good accounting information be made available for proper and accurate decision making, maximization of profitability and optimal utilization of scarce resources. Accounting information is not only necessary for evaluation of the past and keeping the present on course; it is useful in planning the future of the enterprise. According to Mbanefo (1997), planning may conventionally be call budget/budgeting targets, which give meaning and direction to operations of the organization within a defined period. At the end of the budget period the external results are compared with budgeted performance and discrepancies (variance) are analyzed for purposes of exposing the causes so as to prevent re-occurrence. Budgeting uncovers potential bottlenecks before they occur, coordinates the activities of the entire organization by integrating the plans and objectives of various parts. The budget ensures that the plans and objectives of the parts are in consistency with the broad goals of the organization. It compels managers to think ahead before formalizing their planning efforts and finally provides defined goals and objectives which serve as benchmarks for evaluation of subsequent performance.

Management uses both financial and non-financial information to make effective decisions that would help achieve the goals and objectives of the organization (Melisssa Bushman, 2007). Financial information used by management accountants include sale growth, profits, return on capital employed and market shares, non-market shares, non-financial information include customer satisfaction level, production quality, performance of competing products and customer loyalty. Decision making is however, the choosing of alternative courses of action using cognitive processes. Making decision is necessary when there is no one clear course of action to follow. Accounting systems can aid decision making by providing information relevant to the decision and to the decision makers. Accounting systems provides a check for the validity through the process of auditing and accountability (Gray et al., 2006). Effective and efficient accounting information plays a central role in management decision making.

1.2 Statement of Research Problem

Generally, the use of accounting information is indispensable for decision making in any business organization. The problem however lies in the quality and validity of the information, that is, if it's timely, adequate and clear. According to the report of the Joint Auditor's First Bank Annual Report and Account (2000/2001 page 30) falsified accounting information was the reason for many failed banks in Nigeria. The major purpose of the use of accounting information is to maximize risk, failure and uncertainties and also stay ahead of competitors. Notwithstanding the immense benefit of use of accounting information, it is generally acknowledged that most unqualified accountants generate inaccurate information and so result in failure of organizations to achieve desired goal. There are cases of managers refusing the use of accounting information because of their inability to interpret such data, thereby making the organization to remain at 'status quo ante'. These problems largely contribute to the failure of the use of accounting information in business with the result that inaccurate decisions are made to the detriment of the organization. It is against these backdrops that this study is being conducted.

1.3 Research Questions

The study is poised towards providing answers to the following research questions

- Does accounting information have any effect on management decisions?
- Is there any relationship between the perception of the employees and accounting information of the firm?
- Does accounting information affect the performance of the company positively or negatively?

1.4 Objective of the studies

The main objective of this research study is to examine the Use of Accounting Information as a management tool for decision making in the context of Dangote Group Plc. However, the specific objectives of the study are to:

- Assess if accounting information have any effect on management decision.
- Examine if there is any relationship between the perception of the employees and accounting information of the firm.
- Evaluate whether accounting information affect the company performance positively or negatively.

1.5 Research Hypotheses

The following Null hypotheses are advanced and shall be tested in the course of the study

Hypothesis one

H_0: Accounting information does not have any effect on management decision making

Hypothesis Two

H_0: There is no significant relationship between the perception of employees and accounting information

Hypothesis Three

H_0: Accounting information does not have any effect on the company's performance.

1.6 SCOPE OF THE STUDY

The study area of this research work is concerned with the use of accounting information as a management tool for decision making within the context of Dangote Group Nigeria Plc as a case study .

1.7 SIGNIFCANCE OF THE STUDY

This research work will be useful to the people in the academic field, readers, and knowledge seekers and will also be of great relevance to the oil and gas industry in the area of managerial decisions and performance appraisal. This research work will also contribute to the knowledge of Accountants and other financial managers as it will assist them on effective planning and control in areas of accounting information in making effective management decisions and how to devise strategic moves in meeting with the stated goals and objectives of the organization and the environment at large..

1.8 LIMITATIONS OF THE STUDY

Some limitations and factors in this study are as follows

* The study only examine a specific timeframe, which may not capture long term trends or changes in the use of accounting information for decision making.
* Changes in accounting standards and regulations impact on the study findings thereby requiring additional research to ensure the result remain relevant.
* **Data collection Challenges:** Gathering accurate and reliable accounting data from the organization can be difficult especially when the organization is reluctant to share sensitive financial information

1.9 DEFINITION OF KEY TERM

- **Accounting**: Accounting can be defined as an art of recording, summarizing, reporting, and analyzing financial transactions (Stan Snyder, 1997).
- **Information:** This can be defined as a stimuli that has meaning in some context for its receiver (Adeolu, 2001)
- **Management**: This is the art of working particularly through people, for the achievement of the broad goals of an organization (Ejiofor, 1987).

- **Management Accounting:** This is an aspect of accounting that is concerned with providing information to management in the areas of planning, decision making and control (Yusuf, 2003).
- **Decision Making:** This is the process of choosing alternative courses of action using cognitive processes (Siyanbola, 2012).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter review relevant literature on the same thematic areas in order to identify areas of convergence and divergence views of renowned authors, researchers and writers. This chapter also covers conceptual review, empirical studies and theoretical framework of the topic under study.

2.2 Conceptual Clarifications on Accounting & Accounting Information System

Management is constantly confronted with the problem of alternative decision making especially knowing that resources are relatively scarce and limited. It is therefore pertinent that good accounting information be made available for proper and accurate decision making, maximization of profitability and optimal utilization of scarce resource. Accounting is defined by Webster's ninth new collegiate dictionary, as "the system of recording and summarizing business and financial transactions and analyzing, verifying and reporting the results. Accounting in view of this study can be defined ordinarily as the means by which managers are informed of both the process and financial status of a business concern.

Warren, Reeve, and Fess (2005) defined accounting as information system that produces reports to the interesting parties about economic activities and company's condition. The primary objective of accounting is to provide information that is useful for decision making purposes. It means that accounting is an information providing activity.

Hodggett (2012), conceptualize accounting information as the financial information about economic activities. All economic entities (e.g. businesses, government agencies, families, charitable entities) need such information because it is used for making economic decisions about those entities. An economic event of an entity is referred to as a transaction. Transactions are of two types: external and internal.

Mbanefo, (2007) conceptualize accounting as a measurement and communication system to provide economic and social information about an identifiable entity to permit users to make informed judgments and decisions leading to an optimum allocation of resources and the accomplishment of the organizations objectives.

Edwards (2012), defines Accounting has been defined as the process of identifying, measuring, recording and communicating economic information to permit informed judgments and economic decisions. The primary purpose of accounting is to help persons make economic decisions. In our society resources must be allocated among and within all kinds of entities. Accounting information provides the basis for making decisions about resource allocation. To be useful, data must be identified, measured, recorded, classified, summarized and communicated to potential users. These are the critical elements of accounting.

According to Fess and Niswonger (2008), accounting is the process of identifying, measuring and communicating economic information to permit informed judgments and decisions by users of the information. Accounting information is a food for management planning and decision making. It refers to report of relevant financial information regarding the economic activities of an organization or business venture.

2.2.1 Concept of Accounting Information

Warren, Reeve, and Fess (2005) defined accounting as information system that produces reports to the interesting parties about economic activities and company's condition. The primary objective of accounting is to provide information that is useful for decision making purposes. It means that accounting is an information providing activity. Warren, et al. (2005) also stated that the objective of accounting is simply to produce information used by managers to run company's operation. Accounting also gives information to the interesting parties about economic performance and company's condition. According to Considine et al. (2010), accountings role is to gather data about a business's activities, provide a means for the data's storage and processing, and then convert those data into useful information. An accounting system consists of the personnel, procedures, technology, and records used by an organization (1) to develop accounting information and (2) to communicate this information to decision makers (Williams, Haka, Bettner, & Carcello, 2008). Accounting information is raw data concerning transactions that have been transformed into financial numbers that can be used by economic decision makers (Jones, Price, Werner, & Doran, 1996). Jones et al. (1996) also stated that accounting information is knowledge or news about a reckoning of financial matters. Accounting information is central to many different activities within and beyond an organization (Considine et al., 2010). Accounting information is essential to business operations. According to Williams et al. (2008), the types of accounting information that a company develops vary with such factors as the size of the organization, whether it is publicly owned, and the information needs of management. The types of accounting information required depend on the types of business decision made by management. It means that the role of accounting information is assist manager in making business decisions. Fiorelli, Zifaro (2008) in Handayani (2011), classified accounting information in to three different types according to the benefits for the users:

1. **Statutory Accounting Information** is the information shall be prepared in accordance with existing regulations.
2. **Budgetary Information** is the accounting information presented in the form of budget that is useful for internal planning, assessment, and decision making.
3. **Additional Accounting Information** is other accounting information prepared by the company in order to increase the effectiveness of decision

2.2.2 Nature of Accounting Information

Accounting Information has progressed through the centuries alongside civilization from exchange of goods (Trade-by-barter) using symbols and cowries unto record keeping methods, as we have today's people in all civilization maintaining various types of records of business activities. The oldest known is the day tablets records of the payment of wages in Babylonia around 3600BC. There are numerous evident of record keeping and system of accounting control in ancient Egypt and in the Greek city states. The earliest known English records were compiled at the direction of Willia in the conqueror in Eleventh century to ascertain the financial resources of the Kingdom, (Fess and Niswonger). Accounting information include account, balance sheet, cost accounting system, fund book-keeping which dates back to the middle ages and a known description of the system was published in Italy in 1494 by Pacioli a Franciscan Mark Fess and Niswonger. It should be noted that the earlier known use of a complete double try book-keeping was Geneva Kin the year 1840, double entry is the system that requires entries to be made in the books of a business to give effect to both suspects of the transactions. The principal book of this system is the ledger. The advantage of double entry can be stated as follows:

1. It provides a complete record of every transaction, from both its personal and impersonal aspect.
2. It provides an arithmetical check on the records since the total of the debit entries must equal their total of the credit entries.
3. From the personal accounts the amounts owing to and by each person with whom the business deals can at any time be ascertained?
4. The balance of the nominal accounts can be collected together in a profits and loss accounts, which discloses the results of the operation that is the profit and loss for given period.
5. By means of a balance sheet in which the balance of accounts representing capital, assets and liabilities are set out, the financial position of the business at any given moment can be ascertained.
6. With a reliable system of internal organization it reduces the risk and facilitates the detection of errors and fraud.

2.2.3 Source of Accounting Information

The sources of accounting information are internal although there may be several departments that furnish the information depending on the types of the business. The accounts department is central. Accountants are the major suppliers of accounting information. They provide management with the needed information used in conducting the affairs of the business.

2.2.4 Importance of Accounting Information.

As already noted accounting information is indispensable in the management activities of any organization. It provides quantitative information about economic entities. The information is primarily financial in nature and intended to be useful in making economic decisions. Harson (2009).

Accounting information is needed not only by management in directing the affairs of the co-operation but also by shareholders, who require periodic financial statement in order to appraise management performance. Fess and Niswonger, page 4. It is needed by government for efficient distribution and use of the nation's resources thus; it plays an important role in all economic and social systems. It helps in checking irregularities and misappropriations. Accounting information is the livewire of any organization without which it is likely to remain static or in worse cases die.

2.2.5 The Nature & the use of Accounting Information in Business Organization.

Business organization can be classified into small and large firms. In the part of small firms a specialist institution is set up to provide a financial support for it ,and the public will lack the enthusiasm for the purchasing securities from the small firm whose shares are not quoted on the stock exchange.

Accounting information provides management with the needed information for use in concluding the affairs of the business and reporting to the owners. Five ingredients of accounting system, according to Black et al are:

a. Basic business documents or forms such as cheque and invoice.

b. Journals in which the effect of transaction on assets and equities are analyzed in terms of debit and credit.

c. Ledger, which shows that results of transaction as summarized according to each asset or equities.

d. The financial report which reports on how enterprise scared for that period.

e. The procedures for preparing these records and report.

Studies carried out over the year indicated the importance of accounting information in a small firm and it has been proved that one quarter of small scale business turn to their accountants when they need help this shows that even the smallest firm need to be compensated if enough expenditure is made for the purpose of acquiring an accurate accounting information. In a large firm, it is the manager or board of directors that have or own the managing and implementing of accounting information their responsibility will be seen that the decision made are put into effective use. Managers that fail to meet the expected target will frequently be replaced. Within the management there will be a management structure with a line of authority. If the management of any business makes implementations based on their accounting information, they will execute plans, controls and make decision making very effective. Over the past twenty years the nature of business organization has changed dramatically. Accounting information technology has revolutionized the ways in which information essential to the management in their decision making is processed.

2.2.6 Concept of Decision Making

Decision making is the study of identifying and choosing alternatives based on the values and preferences of the decision maker. Making a decision implies that there are alternative choices to be considered, and in such a case we want not only to identify as many of these alternatives as possible but to choose the one that best fits with our goals, objectives, desires, values, and so on (Harris, 2008).

Harris (2008), also mentioned that decision making is the "process of sufficiently reducing uncertainty and doubt about alternatives to allow a reasonable choice to be made from among them." According to him, decision making emphasizes the information gathering function. It is where uncertainty is reduced rather than eliminated. In addition, very few decisions are made with "absolute certainty because complete knowledge about all the alternatives is seldom possible. Thus, every decision involves a certain amount of risk".

According to Baker et al. (2001), decision making should start with the identification of the decision maker(s) and stakeholder(s) in the decision, reducing the possible disagreement about problem definition, requirements, goals and criteria.

Decision making the selection from among alternatives of a course of action is at the core of planning. A plan cannot be said to exist unless a decision - a commitment of resources, direction, or reputation – has been made. Until that point, we have only planning studies and analyses. Managers sometimes see decision making as their central job because they must constantly choose what is to be done, who is to do it, and when, where, and occasionally even how it will be done. Decision making is, however, only a step in planning, even when done quickly and with little thought or when it influences action for only a few minutes. It is also part of everyone's daily living. Planning occurs in managing or in personal life whenever choices are made in order to gain a goal in the face of such limitations as time, money, and the desires of other people.

2.2.1 The Decision-Making Process

Decision making is the study of identifying and choosing alternatives based on the values and preferences of the decision maker. Making a decision implies that there are alternative choices to be considered, and in such a case we want not only to identify as many of these alternatives as possible but to choose the one that best fits with our goals, objectives, desires, values, and so on.. (Harris (2008). According to Baker et al. (2001), decision making should start with the identification of the decision maker(s) and stakeholder(s) in the decision, reducing the possible disagreement about problem definition, requirements, goals and criteria. Then, a general decision making process can be divided into the following steps:

Step 1. Define the problem

This process must, as a minimum, identify root causes, limiting assumptions, system and organizational boundaries and interfaces, and any stakeholder issues. The goal is to express the issue in a clear, one-sentence *problem statement* that describes both the initial conditions and the desired conditions. Of course, the one-sentence limit is often exceeded in the practice in case of complex decision problems. The problem statement must however be a concise and unambiguous *written* material agreed by all decision makers and stakeholders. Even if it can be sometimes a long iterative process to come to such an agreement, it is a crucial and necessary point before proceeding to the next step.

Step 2. Determine requirements

Requirements are conditions that any acceptable solution to the problem *must* meet. Requirements spell out what the solution to the problem *must* do. In mathematical form, these requirements are the constraints describing the set of the feasible (admissible) solutions of the decision problem. It is very important that even if subjective or judgmental evaluations may occur in the following steps, the requirements must be stated in exact quantitative form, i.e. for any possible solution it has to be decided unambiguously whether it meets the requirements or not. We can prevent the ensuing debates by putting down the requirements and how to check them in a written material.

Step 3. Establish goals

Goals are broad statements of intent and desirable programmatic values.... Goals go beyond the minimum essential *must have's* (i.e. requirements) to *wants* and *desires*. In mathematical form, the goals are objectives contrary to the requirements that are constraints. The goals may be conflicting but this is a natural concomitant of practical decision situations.

Step 4. Identify alternatives

Alternatives offer different approaches for changing the initial condition into the desired condition. Be it an existing one or only constructed in mind, any alternative must meet the requirements. If the number of the possible alternatives is finite, we can check one by one if it meets the requirements. The infeasible ones must be deleted (screened out) from the further consideration, and we obtain the explicit list of the alternatives. If the number of the possible alternatives is infinite, the set of alternatives is considered as the set of the solutions fulfilling the constraints in the mathematical form of the requirements.

Step 5. Define criteria

Decision criteria, which will discriminate among alternatives, must be based on the goals. It is necessary to define discriminating criteria as objective measures of the goals to measure how well each alternative achieves the goals. Since the goals will be represented in the form of criteria, every goal must generate at least one criterion but complex goals may be represented only by several criteria. It can be helpful to group together criteria into a series of sets that relate to separate and distinguishable components of the overall objective for the decision. This is particularly helpful if the emerging decision structure contains a relatively large number of criteria. Grouping criteria can help the process of checking whether the set of criteria selected is appropriate to the problem, can ease the process of calculating criteria weights in some methods, and can facilitate the emergence of higher level views of the issues. It is a usual way to arrange the groups of criteria, sub criteria, and sub-sub criteria in a tree-structure (UK DTLR (2001)).

According to Baker et al. (2001), criteria should be

- Able to discriminate among the alternatives and to support the comparison of the performance of the alternatives,
- Complete to include all goals,
- Operational and meaningful,
- Non-redundant,
- Few in number.

In some methods, see Keeney and Raiffa (1996), non-redundancy is required in the form of independency. We mention that some authors use the word attribute instead of criterion. Attribute is also sometimes used to refer to a measurable criterion.

Step 6. Select a decision making tool

There are several tools for solving a decision problem. Some of them will be briefly described here, and references of further readings will also be proposed. The selection of an appropriate tool is not an easy task and depends on the concrete decision problem, as well as on the objectives of the decision makers. Sometimes .the simpler the method, the better. But complex decision problems may require complex methods, as well.

Step 7. Evaluate alternatives against criteria

Every correct method for decision making needs, as input data, the evaluation of the alternatives against the criteria. Depending on the criterion, the assessment may be objective (factual), with respect to some commonly shared and understood scale of measurement (e.g. money) or can be subjective (judgmental),reflecting the subjective assessment of the evaluator. After the evaluations the selected decision making tool can be applied to rank the alternatives or to choose a subset of the most promising alternatives.

Step 8. Validate solutions against problem statement

The alternatives selected by the applied decision making tools have always to be validated against the requirements and goals of the decision problem. It may happen that the decision making tool was misapplied. In complex problems the selected alternatives may also call the attention of the decision makers and stakeholders that further goals or requirements should be added to the decision model.

2.2.8 Decision Making Tools

In recent years, several techniques have been developed to aid decision making process. These techniques relied on the combine effort of mathematicians, statisticians and computer specialists to help us forecast possible outcomes.

One of the most significant sets of tools now available for decision makers is operational research. The terms "management science and" operational research" are used interchangeably, however management science seeks to describe, understand and predict the behaviour of complex system of human beings and equipment. Operational research is the quantitative aspects of forecasting i.e. the use of mathematical and scientific techniques to study the alternatives in a problem situation with a view to providing a quantitative basis for arriving at an optimum solutions in terms of the global sought. The Operation Research techniques use model to explain the variables involved in a decision situation and do not provide solution, they only provide quantitative data to help manages make decision. Common operation research techniques include network analysis, risk analysis, statistical decision theory etc.

The procedures of management science resemble those of the rational problem solving approach, although some key differences may be noted. The basic steps include:

(i) Formulate the problem in the context of the total system.

(ii) Construct a mathematical model of the system.

(iii) Derive a solution

(iv) Test the model

(v) Install a feedback mechanism.

(vi) Implement the solution.

Types of models and management science techniques simulation

(i) This attempts to construct a simplified version of the reality being dealt with and to manipulate the model as through dealing with reality. The technique is useful where it is costly or impossible to work with reality directly. It is a way of operating a business "on paper" or in a computer. Simulation can also be used with mathematical models to predict probable outcomes of pricing and investment decisions.

(ii) Resource Allocation Techniques; these are techniques used to make optimum allocation of resources. Such techniques includes, linear programming and transportation model. Linear programming is used to work out the best way of allocating resources within certain constraints. Specifically, it can be used to determine the combination of inputs/outputs yields the minimum/maximum results. Within the known constraints. Linear programming can be applied by means of graphic, algebraic and simplex method. Transportation model seeks to determine the best method of distribution that can be used by a firm operating in different locations the model may be a minimizing or maximizing problem.

(iii) Statistical Control Models: these are the different statistical and mathematical techniques used to control inventors and quality of incoming raw materials or finished goods manufactured by an organization.

(iv) Queuing or waiting line Model: these are used to determine how long a waiting line would be most preferable. The models are appropriate whenever a service is required to meet irregular demands. It entails the use of mathematical techniques to balance the cost of waiting lines with the cost of maintaining and efficient waiting line. For example, if customers of a bank wait too long to receive the required services, they may take their businesses to other banks. But it might be too expensive to keep a sufficiently large number of operating counters to assign quick service to every bank customer, hence a balance must be maintained to determine the appropriate course of action.

(v) Game Theory: refers to the techniques used for predicting the behavior of rational individual's institutions of conflict. The main elements of the game are the player, the rule of the game, the outcome, the values assigned to the various pay-off by the player, the variable controlled by the player and availability of information. Game theory is widely used in military, it is also useful in business organizations operating in highly competitive environment. Such businesses use the theory to predict the reaction of competitors to price increase, new product and promotional strategies. Game theory also assists managers in designing effective strategies for competing within a competitive environment.

(vi) Statistical Decision Theory: This concerned with the evaluation of potential outcomes of various decision alternatives. An important aspect of statistical decision theory is the assignment of probabilities to various occurrences. The methods used include pay-off matrices and decision tree.

2.3 THEORETICAL FRAMEWORK

The theoretical framework of this study is grounded on several contemporary theories that provides a deeper understanding of the role of accounting information in decision making.

1. Accounting information system Theory: Grande, Estebanez and Colomina [2011] emphasized that the deployment of efficient accounting information system enhances organizational decision making processes. AIS integrates financial data, operational data and external information allowing for better real time analysis and strategic planning. In digital era, the reliability and quality of accounting information systems are pivotal in achieving accurate, fast and effective decisions.
2. Resource based view [RBV] of accounting information Theory : As refined by Barney [2011] posits that high quality, well managed accounting information constitutes a strategic resources that provide a competitive edge. Firms that effectively gather, analyze and apply accounting information are better equipped to make superior decisions, out perform competitors and adapt to changing environment.
3. Real time financial reporting Theory : Warren, Moffitt and Byrnes [2015] proposed that with advances in information technology such as block chain, cloud computing and AI, accounting information should be available

in real time rather than periodically. Real time reporting enhances managerial agility, investor confidence and decision speed, providing up to date financial health indicators to stake holders at any point in time.

4. Behavioral accounting Theory: Rajbul Hasan and colleagues [2020] brought forward a modern perspective on behavioral accounting theory. They emphasized how psychological factors, biases and emotional influences affect the interpretation and use of accounting information. Their research shows that decision making is not purely rational even with high quality accounting information; cognitive distortions must be considered when analyzing decision outcomes

These theories explains that significance of accounting information in decision making processes. These theories also emphasizes the technological innovation, real time data usage and stake holder value maximization which enhances the operational strategic and financial decision been made by the management or an organization.

2.4 EMPIRICAL REVIEW

ABDULRASHEED, I,A, BELLO, A., and SAIDU [2020] in the journal "The influence of accounting information on managerial decision making". Evidence was gotten from Nigerian SMEs. The study revealed that timely and reliable accounting information significantly improves the quality of managerial decisions in SMEs. The researchers emphasized that firms using computerized accounting systems demonstrates higher decision making effectiveness compared to those relying on manual records

In the study "Accounting information system and strategic decision making in the era of big data". JANSEN, M. , and BERMAN .M . [2021] conducted a test among the Australian medium sized enterprises and found that modern [AIS] accounting information system integrated with big data analytics enhances strategic decision making. Manager reported greater confidence in forecasting, budgeting and resources allocation supported by real time accounting data .

While LIU,Q., and SUN, W. [2022] stated in the publication" Behavioral facts affecting the use of accounting information in investment decision", that while accurate accounting information improves investment decisions. Behavioral biases such as overconfidence and anchoring still influence how investors interpret financial reports. They recommended training programs and work shops to mitigate cognitive biases in financial decision making .

Furthermore, In this study, "Impact of cloud based accounting systems on real time decision making. This evidence was gotten from Asian Corporations. SHARMA, R ,. and SINGH.D. [2023] discovered and stated in their findings that cloud based accounting platforms provide instant access to financial records , significantly reducing decision making time. The study concluded that technological adaptation of accounting system plays a major role in enhancing real time business agility and competitiveness.

In addition , these empirical studies consistently demonstrate that accounting information especially when timely, accurate and technology enhancement plays crucial role in improving decision making process across the organization , behavioral factors and adoption of innovative technologies such as cloud computing and big data analytics further shape how accounting information is used in modern decision making . Organization that invest in improving the quality and accessibility of their accounting information are better positioned to make effective strategic , operational and sustainability related decisions that drive long term success rate in the organization.

2.4.1 RESEARACH GAP

While extensive research has been conducted on the role of accounting information in an organizational management most existing studies tend to focus on its use for financial reporting and regulatory compliance rather than as a strategic tool for decision making.

Additionally, much of the literature emphasizes on large corporations, leaving a gap in understanding how small and medium enterprises [SMEs] leverage accounting information for operational and strategic decisions. Accounting information traditionally viewed as a core element for organizational control and financial reporting while addressing the technical aspects of accounting such as compliance, auditing and financial statement preparation rather than its practical influence on strategic and operational decision taken at various level of the management in the organization at large.

There is also limited exploration such as

* The quality and relevance of accounting information: Whether the information produced is timely, accurate and

understandable enough to influence managerial decision effectively.

* The behavioral aspect of managers: How the perception and interpretation of accounting data by managers affect decision outcomes.

* Technological integration: How modern accounting systems [cloud based platforms, AI assisted analystics Etc] improve or hinder the decision making process.

* Contextual influence: How factors like industry type, organizational size or management style mediate the relationship between accounting information and decision making effectiveness.

* Inadequate research in emerging economic studies have been concentrated in developed economic , leaving a gap in understanding how organizations in developing countries use accounting information for decision making, especially in context where resources constraints , informal practices or regulatory weaknesses may influence accounting practices

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

The research methodology which present the techniques and procedures used for this study sets out by considering the design population, sample size and sampling methods .Research questions as well as the analytical tools employed in the analysis and interpretation of data obtained from this study.\

3.2 RESEARCH DESIGN

The research design is mainly concerned with providing a plan study that permits accurate assessment of cause and effect relationship between independent and dependent variable. Research design is a plan, structure and strategy of investigation conceived so as to obtain answer to research questions and to control variances. Among other advantages, research design serves to provide answers on how the research questions and problems are determined, as well as control extraneous variable(s) and the errors that would be expected from randomness or measurements. Asika (2006) defined research design as the process of structuring investigation aimed at identifying variables and their relationship to one another. The design adopted for the study is survey design. This design is a process of examining the effect of the use of accounting information as a tool for management decision making, case study of Dangote Nigeria Plc. Without any attempt to manipulate or control them. In this study, Accounting Information is the independent variable, while Management decision making is the dependent variables. The survey research technique aimed at assessing the positive and negative effects the use of accounting information has on management decision making.

3.3 POPULATION OF THE STUDY

A population is made up of all conceivable elements, subjects or observation relating to a particular phenomenon of interest to the researcher. (Asika 2000).

Population is also an aggregation of all elements that share common characteristic. Synonyms of population are universe, census, set etc. (Asika 2000).

However, this study was carried out among the employees of Dangote Nigeria Plc, which serves as a representative of the Manufacturing Industry. Dangote Nigeria plc. Has over 20 branches with two thousand three hundred and fourteen (2314) employees (Dangote Nigeria Plc. Annual Report, 2012). The study is restricted to Dangote in Lagos, Kwara and Ogun state Nigeria. The study covers branches of Dangote plc in ewekoro, Ilorin South local government and Isolo in Kwara, Ogun and Lagos state respectively.

3.4 Sampling Design& Sample Size

A sample is defined as any part of a population. A sample therefore is a subset of the entire population of any kind. The procedure for drawing samples from a population is known as sampling. Such a sample is thus without bias, a prerequisite for making generalizations about the universe.

There are varieties of sampling techniques that can be employed by any researcher thus; the stratified sampling technique was adopted in this study. The workers of Gt bank were stratified into their respective department and the sample, random sampling technique was used to select the sample size in the branches of Dangote Nigeria.

To determine a sample from a population according to Smith formula, as cited in Asika (2004), is $n = 1+Nb^2$

Where;

n= sample size

N= population size

b= maximum acceptable error margin

N= 2314

b=20%

$n=1+2314(0.2)^2=93.56$

n=93.56.

Thus, a sample size of One Hundred and ten (110) was chosen from the total population.

3.5 SOURCE AND METHODS OF DATA COLLECTION

The data required for the research study were generated from primary and secondary source of information. Primary data collection of data from subsets or respondents compared to using data already collected by someone else. The primary data were collected through questionnaire that was administered to employees of Dangote Nigeria

The secondary data were collected from the organization's news, annual report and other publications. The questionnaire was drafted from the research hypotheses and questions, and was distributed to the upper level managers and lower level managers of Dangote Nigeria.

The questionnaire designed is in two parts; section A requested information, the researcher was able to know the caliber of people who have responded their qualifications and number of working experiences as well as the department in which the respondent works.

The researcher, for easy responses and analysis of data, set out in section B of the questionnaire, questions that deals with the provision of data from which the hypothesis are to be tested.

In the course of trying to provide answer to the researcher's question, data that will be generated from the questionnaire, will be analyzed, and interpreted, in a tabular form, and conclusion derived.

3.6 INTRUMENT FOR DATA COLLECTION

The study used both questionnaire and the company's news annual report and other publications.

However, the major data collection instrument employed was the use of the questionnaire. The questionnaire was titled "Questionnaire on accounting information as a tool for management decision making." The questionnaire was arranged into [2] two parts. The first section focusing on the demographic data of the respondents while the second section was focused on the study's objectives.

3.7 TECHNIQUES FOR DATA ANALYSIS

In order to analyze the data collected with the aid of the questionnaire, correlation, standard deviation, and mean were used to analyze the data. The SPSS statistical package was used for analysis in order to minimize any intended error. This is because the statistical tools show the extent and relationship that exist between variables of study. The popular of the study comprise corporate organization owing their essential duty to humanity and because they are scattered all over the country. The study will adopt a sample frame of Dangote Nigeria Plc.

CHAPTER FOUR

ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter focused on data presentation, analysis and interpretation of the findings relating to this research topic, based on the data generated from the field survey. Out of the 110 questionnaires distributed to respondents, 101 were returned and found useful for this analysis, as such, analysis was based on this 101 responses. The data from the questionnaire were coded and presented on excel spread sheet for further analysis. The data were then exported into a Statistical Package for Social Scientists (SPSS) software version 29.0.

Furthermore, the formulated hypotheses are subjected to inferential test using one -way analysis of variance (ANOVA). The chapter also discusses the findings of the analysis.

4.2 RESPONDENTS CHARACTERISTIC AND CLASSIFICATIONS

The tables below shows the summary of the personal information gathered from the respondents.

Table 4.2.1 Sex of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	64	63.4	63.4	63.4
	FEMALE	37	36.6	36.6	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025.

As revealed from in the table above, 63.4% of the respondents were male, while 36.4% were female.

Table 4.2.2 : Office of Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent

Table 4.2.2 : Office of Respondent

Valid	HEAD	33	32.7	32.7	32.7
	BRANCH	68	67.3	67.3	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025.

As revealed from in the table above, 32.7% of the respondents are from Head office, while 67.3% are from branch office.

Table 4.2.3: Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
SINGLE	57	56.4	56.4	56.4
MARRIED	44	43.6	43.6	100.0
Total	101	100..0	100.0	

Source: Computer SPSS version 29.0 ,Output, field survey 2025.

As revealed from in the table above, 56.4% of the respondents are single, while 43.6% are married.

Table 4.2.4 : Age of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	29	28.7	28.7	28.7
	26-35	36	35.6	35.6	64.4
	36-45	27	26.7	26.7	91.1

Table 4.2.4 : Age of Respondent

	46-ABOVE	9	8.9	8.9	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025.

The table above shows that, 64.4 % of the respondents are within age 18-35, and minority of 8.9% are within age 46 and above.

Table 4.2.5 : Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-4	38	37.6	37.6	37.6
	5-8	42	41.6	41.6	79.2
	9-12	21	20.8	20.8	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025.

As revealed from in the table above, 37.4% of the respondents have been in the firm for less or equal to four years, while 41.6% of the respondents have been in the firm for greater than four years but less or equal to eight years, also 20.8% of the respondents have been in the firm for greater than eight years but less or equal to twelve years.

Table 4.2.6 : Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OND/NCE	10	9.9	9.9	9.9
	BSC/BA/HND	57	56.4	56.4	66.3

Table 4.2.6 : Educational Qualification

	MBA/MSC	27	26.7	26.7	93.1
	OTHERS	7	6.9	6.9	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025

As revealed from in the table 4.6, 9.9% of the respondents are OND/NCE holder, while 56.4% of the respondents are first degree holder and lastly 26.7% of the respondents hold more than first degree.

Table 4.2.7: Position of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SENIOR	41	40.6	40.6	40.6
	JUNIOR	60	59.4	59.4	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025.

As revealed from in the table above, 40.6% of the respondents are in the senior cadre, while 59.4% are in the senior cadre.

4.3 PRESENTATIN AND ANALYSIS OF DATA ACCORDING TO THE RESEARCH QUESTION OR RESEARCH HYPOTHESES

Data analysis was done based on this study's research questions and hypotheses

Table 4.2.1 : Inclusion or Omission of Accounting Information would have an impact on Management decision making.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	1	1.0	1.0	1.0
	DISAGREE	2	2.0	2.0	3.0

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Table 4.2.1 : Inclusion or Omission of Accounting Information would have an impact on Management decision making.

	UNDECIDED	2	2.0	2.0	5.0
	AGREE	29	28.7	28.7	33.7
	STRONGLY AGREE	67	66.3	66.3	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025.

From the table above, 66.3% strongly agreed, 28.7% of the total respondents agreed to the fact that **Inclusion or Omission of Accounting Information would have an impact on Management decision making** While 2% were undecided, 2% respondent disagreed and 1% strongly disagree.

Table 4.3.2: Accounting Information helps management to allocate scarce resources to the most effective enterprise.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	5	5.0	5.0	5.0
	DISAGREE	14	13.9	13.9	18.8
	UNDECIDED	9	8.9	8.9	27.7
	AGREE	29	28.7	28.7	56.4
	STRONGLY AGREE	44	43.6	43.6	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025.

From the table above, 43.6% strongly agreed, 28.7% of the total respondents agreed to the fact that **Accounting Information helps management to allocate scarce resources to the most effective enterprises** While 8.9% were undecided, 13.9% respondent disagreed and 5% strongly disagree.

Table 4.3.3: Informed Financial decisions enhances overall performance of the enterprise.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	2	2.0	2.0	2.0
	DISAGREE	9	8.9	8.9	10.9
	UNDECIDED	9	8.9	8.9	19.8
	AGREE	40	39.6	39.6	59.4
	STRONGLY AGREE	41	40.6	40.6	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025

From the table above, 40.6% strongly agreed, 39.6% of the total respondents agreed to the fact that **Informed financial decisions enhances overall performance of the enterprise** While 8.9% were undecided, 8.9% respondent disagreed and 2% strongly disagree.

Table 4.3.4: Accounting information helps management to understand the performance and position of the enterprise.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	3	3.0	3.0	3.0
	DISAGREE	10	9.9	9.9	12.9
	UNDECIDED	7	6.9	6.9	19.8
	AGREE	39	38.6	38.6	58.4
	STRONGLY AGREE	42	41.6	41.6	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025

From the table above, 41.6% strongly agreed, 38.6% of the total respondents agreed to the fact that **financial statement helps management to understand the performance of the enterprise,** While 6.9% were undecided, 9.9% respondent disagreed and 3% strongly disagree.

Table 4.3.5 : Accounting Information is relevant to management systematic and rational decision making.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	16	15.8	15.8	15.8
	DISAGREE	15	14.9	14.9	30.7
	UNDECIDED	15	14.9	14.9	45.5
	AGREE	26	25.7	25.7	71.3
	STRONGLY AGREE	29	28.7	28.7	100.0

Table 4.3.5 : Accounting Information is relevant to management systematic and rational decision making.

	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025.

From the table above, 28.7% strongly agreed, 25.7% of the total respondents agreed to the fact that **Accounting Information is relevant to management systematic and rational decision making.** While 14.9% were undecided, 14.9% respondent disagreed and 15.8% strongly disagree

Table 4.3.6: Decisions of the management largely depends on accounting information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	1.0	1.0	1.0
	UNDECIDED	2	2.0	2.0	3.0
	AGREE	29	28.7	28.7	31.7
	STRONGLY AGREE	69	68.3	68.3	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025.

From the table above, 68.3% strongly agreed, 28.7% of the total respondents agreed to the fact that **Decisions of the management largely depend on accounting information.** While 2% were undecided, 1% respondent disagreed.

Table 4.3.7: Decisions about the perceptions of employees is made through accounting information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	3.0	3.0	3.0
	UNDECIDED	5	5.0	5.0	7.9
	AGREE	43	42.6	42.6	50.5
	STRONGLY AGREE	50	49.5	49.5	100.0

Table 4.3.7: Decisions about the perceptions of employees is made through accounting information.

Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025.

From the table above, 49.5% strongly agreed, 42.6% of the total respondents agreed to the fact that **Decisions about the perceptions of employees is made through accounting information.** While 5% were undecided, 3% respondent disagreed .

4.3.8: Decision about the overall performance of the organization via growth effectiveness, productivity etc. is made through accounting information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	19	18.8	18.8	18.8
	DISAGREE	14	13.9	13.9	32.7
	UNDECIDED	13	12.9	12.9	45.5
	AGREE	26	25.7	25.7	71.3
	STRONGLY AGREE	29	28.7	28.7	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025.

From the table above, 28.7% strongly agreed, 25.7% of the total respondents agreed to the fact that **Decision about the overall performance of the organization via growth, effectiveness, productivity etc. is made through accounting information.** While 12.9% were undecided, 13.9% respondent disagreed, and 18.9% strongly disagree.

Table 4.3.9: Management can easily make effective decisions that would move the enterprise forward through accounting information.

Table 4.3.9: Management can easily make effective decisions that would move the enterprise forward through accounting information.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	4	4.0	4.0	4.0
	DISAGREE	10	9.9	9.9	13.9
	UNDECIDED	14	13.9	13.9	27.7
	AGREE	37	36.6	36.6	64.4
	STRONGLY AGREE	36	35.6	35.6	100.0
	Total	101	100.0	100.0	

Source: Computer SPSS version 29.0 Output, field survey 2025

From the table above, 35.6% strongly agreed, 36.6% of the total respondents agreed to the fact that **Management can easily make effective decisions that would move the enterprise forward through accounting information ,** While 13.9% were undecided, 9.9% respondent disagreed, 4% strongly disagree.

Table 4.3.10: Descriptive Statistics for the use of accounting information as a management tool for decision making, a case study of Dangote.

		Mean	Std. Deviation	N
	Inclusion or Omission of Accounting information would have an impact on management decision making.	4.5743	.72590	101
2	Accounting Information helps management to allocate scarce resources to the most effective enterprises.	3.9208	1.23841	101
3	Informed financial decisions enhances overall performance of the enterprise.	4.0792	1.01669	101

Table 4.3.10: Descriptive Statistics for the use of accounting information as a management tool for decision making, a case study of Dangote.

4	Accounting information helps management to understand the performance and position of the enterprise.	4.0594	1.07538	101
5	Accounting information is relevant to management systematic and rational decision making.		1.44030	101
6	Decisions of the management largely depends on accounting information.	4.6436	.57592	101
7	Decisions about the perception of employees is made through accounting information.	4.3861	.72070	101
8	Decision about the overall performance of the organization via growth, effectiveness, productivity etc. is made through accounting information	3.3168	1.48950	101

Source: Computer SPSS version 29.0 Output, field survey 2025.

4.4 ANALYSIS OF OTHER DATA

Inferential Statistics

.One-Way Repeated Measures ANOVA

A one-way repeated measures ANOVA was conducted to compare the responses of all the respondents on The Use of Accounting Information as a Tool for Management Decision Making, a case study of Dangote Nigeria Plc.

Table 4.4.1 : Multivariate Tests

Table 4.4.1 : Multivariate Tests

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
AIRTEL	ai's Trace	.627	8.294[a]	17.000	84.000	.000	.627
	Wilks' Lambda	.373	8.294[a]	17.000	84.000	.000	.627
	Hotelling's Trace	1.679	8.294[a]	17.000	84.000	.000	.627
	Roy's Largest Root	1.679	8.294[a]	17.000	84.000	.000	.627

Source: Computer SPSS version 29.0 Output, field survey 2025.

a. Exact statistic

b. Design: Intercept

Within Subjects Design: Accounting Information

From the above table the value for Wilks' Lambda is 0.373, with a probability value of 0.000 (which really means $p<0.005$). The p value is less than 0.05; therefore we can conclude that there is a statistically significant effect of the use of accounting information as a useful tool for management decision making.

However, there is more to research than just obtaining statistical significance. What the probability values do not tell us is the degree to which the two variables are associated with one another. One way to assess the importance of this finding is to calculate the 'effect size' (also known as 'strength of association'). This is a set of statistics that indicates the relative magnitude of the differences between means, or the amount of the total variance in the dependent variable that is predictable from knowledge of the levels of the independent variable (Tabachnick & Fidell, 2007, p. 54).

From the table above, the value obtained for "effect size" of this study as denoted by the Partial eta square is 0.627. Using the commonly used guidelines proposed by (Cohen, 1988, pp. 284-7) (.01=small, .06=moderate, .14=large effect), this result suggests a very large effect size.

4.5 TEST OF HYPOTHESES

One way analysis of variance

Table 4.5.1 : ANOVA

Effect of accounting information on management decision making.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.623	4	1.406	2.867	.027
Within Groups	47.070	96	.490		
Total	52.693	100			

Source: Computer SPSS version 29.0 Output, field survey 2025.

The analysis showed that the use of Accounting Information significantly enhances Management decision making in Dangote Nigeria at ($P \leq 0.05$) confidence interval. This revealed that statistically the values of the responses were different at F-probability value of 0.027 hence the null hypothesis was rejected.

Table 4.5.2: ANOVA

Effect of Accounting information on perception of employees.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	12.026	2	6.013	9.063	0.000245
Within Groups	65.023	98	.664		
Total	77.050	100			

Source: Computer SPSS version 29.0 Output, field survey 2025.

This hypothesis was intended to identify the strength of the effect of accounting information on Perception of employees in Dangote Nigeria. The ANOVA table shows that the use of accounting information strongly affect employee's perception in Dangote Nigeria at ($P \leq 0.05$) since the F-value is 0.000245. The null hypothesis was rejected.

ANOVA

Table 4.5.3 : Effect of Accounting Information on Company's Performance.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	13.996	3	4.665	11.927	*0.0000010*
Within Groups	37.944	97	.391		
Total	51.941	100			

Source: Computer SPSS version 29.0 Output, field survey 2025.

The analysis showed that the use of accounting information significantly affects company's performance in Dangote Nigeria at ($P \leq 0.05$) confidence interval. This revealed that statistically the values of the responses were different at F-probability value of 0.027 hence the null hypothesis was rejected.

Reliability Test

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.844	.848	18

One of the main issues concerns the scale's internal consistency. This refers to the degree to which the items that make up the scale 'hang together'. One of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Ideally, the Cronbach alpha coefficient of a scale should be above 0.7 (DeVellis, 2003). For this analysis, Cronbach's Alphavalue shown in the Reliability Statistics table is 0.844, suggesting a very good internal consistency reliability for the scale with this sample.

4.6 SUMMARY OF FINDINGS

I. The study revealed that accounting information has significant effect on management decision making at a statistical significant level.

2. The study also revealed that the manufacturing industry needs informed financial decisions that would enhance overall performance.
3. The study revealed further that most workers in Dangote Nigeria are single within the age bracket of 21-30. This shows that the industry is highly populated with young brains with vibrant skills.
4. The study revealed that accounting information obviate the necessity of remembering various transactions in Dangote Nigeria Plc.
5. Furthermore, it was also revealed that there is a relationship between the perception of employees and accounting information as a result of the fact that employees and their representative are interested in the information which enables them to assess the ability of the enterprise to provide remuneration, retirement benefits etc.
6. The study shows that accounting information depends on the relationship between time factor and accounting information as supported by the findings of Choe (1998) who posited that accounting information improve efficiency of operation.
7. Besides the result of the study disclosed that there is a significant has effects on company's performance via profitability, productivity and effectiveness.
8. Findings of the study revealed that time factor is very important in the case of periodicity concept which defines a specific interval of time for which an entity's reports are prepared.
9. Consequent on the above, the findings of the study shows that the timing can be a fiscal year, natural year, quarterly or monthly.
10. The study also revealed through the result of the last hypotheses that accounting information perception of the quality of information by the user.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY OF THE STUDY

Accounting information is aimed at information system that produces reports to the interesting parties about economic activities and company's condition. The primary objective of accounting is to provide information that is useful for decision making purposes. It means that accounting is an information providing activity. The objective of accounting is simply to produce information used by managers to run company's operation. Accounting also gives information to the interesting parties about economic performance and company's condition. Accountings role is to gather data about a business's activities, provide a means for the data's storage and processing, and then convert those data into useful information. An accounting system consists of the personnel, procedures, technology, and records used by an organization

1. To develop accounting information and
2. To communicate this information to decision makers.

Accounting information is raw data concerning transactions that have been transformed into financial numbers that can be used by economic decision makers. However, accounting information is knowledge or news about a reckoning of financial matters. Accounting information is central to many different activities within and beyond an organization. Accounting information is essential to business operations. The types of accounting information that a company develops vary with such factors as the size of the organization, whether it is publicly owned, and the information needs of management. The types of accounting information required depend on the types of business decision made by management. It means that the role of accounting information is assist manager in making business decisions. Accounting information is classified in to three different types according to the benefits for the users:

1. Statutory Accounting Information is the information shall be prepared in accordance with existing regulations.
2. Budgetary Information is the accounting information presented in the form of budget that is useful for internal planning, assessment, and decision making.
3. Additional Accounting Information is other accounting information prepared by the company in order to

increase the effectiveness of decision making. The study tried to address the problem with the improper use of accounting information by managers and employees which serves as a major shackles hindering the effectiveness of management decision making.

The primary aim of this study is to asses and evaluates the effect of the use of accounting information on management decision making of Dangote Nigeria Plc. The method employed in the study is that of survey, and also both primary and secondary sources of data were used. Statistical presentation of data was employed using basically the statistical package for social scientist (SPSS). The test of hypothesis saw that the alternative hypothesis was accepted while rejecting null hypothesis.

5.2 CONCLUSION

The research study revealed that accounting information performs a crucial role on management decisions and organization performances, which has been shown to be major force in decision making. This is achieved by implementing the best fundamental concepts of accounting suitable for each company. The company used as case study made the researcher to understand that, for any company to be successful, it should endeavor to make use of accounting information because accounting itself is a language of business, and before venturing into any business, one must know the right method to achieve the stated goals and objectives. Also, studies have shown that successful utilization of accounting information requires a fit between three factors. First, a fit must be achieved with dominant view in the organization or perception of the situation. Second, the accounting system must fit when problems are normally solved, i.e. the technology of the organization.

Thirdly, the accounting information must fit with the culture of the organization i.e. the norms and value system that characterizes the organization. Finally, there is also a high level of awareness pertaining the role of accounting information and managerial efficiency. There is also a high level of awareness pertaining the role of accounting information system which is not limited to senior and management staffs alone but also cut across intermediate and junior staffs whose operations are also governed by the accounting information system. It is evident that the accounting information factors looms large among factors, which contribute to the overall corporate efficiency.

5.3 RECOMMENDATIONS

Based on the statement of problem, the objective of the study and the result of the findings, the following recommendations are made.

1. Companies should consult professional accountants when starting a business to learn about the various laws that affect them also to familiarize themselves with the variety of financial records that they will need to maintain.
2. Clear-cut definition of long term corporate objective, within which the accounting information system will operate should be provided.
3. Decision making should be administered in flexible and variable rigid adherences to accounting information, which are clearly appropriated for current conditions. This will cause the whole accounting system to gain credibility and effectiveness.
4. The company should always keep records of past events in case of future purpose, this can be possible with the use of computer or by fully automating the company's operation.
5. A professional accountant should be employed by the company in order to keep valuable information and keep accurate records of the company's account.
6. Employees should be encouraged to develop themselves by becoming professionals in their chosen career, this will affect the company to grow positively.
7. Effective communication and information flow is important for a good accounting system, and organizations should provide communication channels between top and lower levels of management regarding long and short term objectives and the practical problems of implementing those objectives.
8. Efforts should be made to measure the effects of currently employed accounting concept on management

decision making.

9. Regular meeting with staff should be organized to disseminate information about the company and also elicit feedback that help to improve the company.

10. Co-ordination from the top management will ensure proper interpretation and implementation of the accounting information in decision making. Therefore, every personnel should know where he/she belongs in the entire organization and also see himself as part of the corporate whole. These individuals must take part in decision making process at least at the functional level.

5.4 FRONTIERS FOR FURTHER RESEARCH

Further research on the study abounds in this study area like;

- Relationship between accounting information management and Organization Effectiveness.
- Accounting Information for Business Performance Assessment in Small and Medium Enterprises (SMEs).
- The study failed to critically examine the relationship between accounting information and employee's commitment.
- The study was unable to look at the framework for analyzing accounting information in the manufacturing industry, so further study can embark on this.
- Further research can also involve a replication of the present study in other industry to know whether the findings of this study can pass the test of generalizability.

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