

**EFFECTS OF ACCOUNTING INFORMATION ON MANAGEMENT
DECISION MAKING PROCESS OF DEPOSIT MONEY BANKS:
EVIDENCE FROM NIGERIA.**



BY

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BENIN CITY.**

SEPTEMBER, 2023.

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**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT
OF ACCOUNTING, FACULTY OF MANAGEMENT SCIENCES,
UNIVERSITY OF BENIN, BENIN CITY IN PARTIAL FULFILMENT OF
THE REQUIREMENT FOR THE AWARD OF BACHELOR OF SCIENCE
(B.Sc.) DEGREE IN ACCOUNTING.**

SEPTEMBER, 2023.

CERTIFICATION

This is to certify that this project was carried out and written by Gift SMITH with matriculation number MGS1807700 in partial fulfillment of the award of Bachelor of Science degree (B.Sc.) Accounting, in the Department of Accounting, Faculty of Management Sciences, University of Benin, Benin City, Nigeria.

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CERTIFICATION OF THESIS

We the undersigned attest and declare that the thesis of Miss Gift Smith Titled Effect of accounting information on management decision making process of deposit money banks: evidence from Nigeria has successfully passed the anti-plagiarism test and does not violate copyright regulations.

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DEDICATION

This project work is dedicated to God almighty for His guidance and protection.

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TABLE OF CONTENTS

| | |
|--|-------------------------------------|
| CERTIFICATION | 3 |
| CERTIFICATION OF THESIS | 4 |
| DEDICATION | 5 |
| ACKNOWLEDGEMENT | 6 |
| TABLE OF CONTENTS | 7 |
| ABSTRACT | 9 |
| CHAPTER ONE | 1 |
| INTRODUCTION | 10 |
| 1.1 Background to the study | Error! Bookmark not defined. |
| 1.2 Statement of the problem | Error! Bookmark not defined. |
| 1.3 Objectives of the study | Error! Bookmark not defined. |
| 1.4 Research questions | Error! Bookmark not defined. |
| 1.5 Research hypothesis | Error! Bookmark not defined. |
| 1.6 Significance of the study | Error! Bookmark not defined. |
| 1.7 Scope of the study | Error! Bookmark not defined. |
| CHAPTER TWO | Error! Bookmark not defined. |
| LITERATURE REVIEW | 14 |
| 2.1 Introduction | Error! Bookmark not defined. |
| 2.2 Conceptual Review | Error! Bookmark not defined. |
| 2.2.1 Accounting Information and Management Decision Making in Corporate organisation. | Error! Bookmark not defined. |
| Bookmark not defined. | |
| 2.2.2 Measurement of Accounting Information on Management Decision Making | Error! Bookmark not defined. |
| defined. | |
| 2.2.2.1 Return on Equity (ROE) | Error! Bookmark not defined. |
| 2.2.2.2 Net Interest Margin (NIM) | Error! Bookmark not defined. |
| 2.2.2.3 Non-Performing Loan Ratio (NPLR) | Error! Bookmark not defined. |

2.2.3 Challenges and Limitations in Accounting Information and Decision Making **Error! Bookmark not defined.**

2.2.4 Deposit Money Banks Decision Making **Error! Bookmark not defined.**

2.3 Empirical review **Error! Bookmark not defined.**

2.4 Theoretical Framework **Error! Bookmark not defined.**

2.4.1 Information Asymmetry **Error! Bookmark not defined.**

2.4.2 Resource Dependence Theory **Error! Bookmark not defined.**

2.4.3 Contingency Theory **2Error! Bookmark not defined.**

2.5 Gaps in Literature **Error! Bookmark not defined.**

2.5.1 Limited Focus on Specific Types of Decisions **Error! Bookmark not defined.**

2.5.2 Neglecting Behavioral Factors **Error! Bookmark not defined.**

2.5.3 Lack of Cross-business Comparative Studies **Error! Bookmark not defined.**

2.5.4 Limited Exploration of Non-Financial Indicators **Error! Bookmark not defined.**

2.5.5 Contextualization of Technological Improvements **Error! Bookmark not defined.**

2.5.6 Limited Exploration of Small and Medium Enterprises (SMEs) **Error! Bookmark not defined.**

2.6 Summary of reviewed literature **Error! Bookmark not defined.**

CHAPTER THREE **Error! Bookmark not defined.**

RESEARCH METHODOLOGY 27

3.1 Research Design **Error! Bookmark not defined.**

3.2 Population **Error! Bookmark not defined.**

3.3 Sampling Method and Size **Error! Bookmark not defined.**

3.4 Data Source **Error! Bookmark not defined.**

3.5 Model Specification **Error! Bookmark not defined.**

3.6 Operationalization of the Variable **Error! Bookmark not defined.**

3.7 Method of Data Analysis **Error! Bookmark not defined.**

CHAPTER FOUR **Error! Bookmark not defined.**

DATA ANALYSIS AND PRESENTATION OF FINDINGS 30

4.1 Introduction 30

4.2 DESCRIPTIVE STATISTICS 30

4.3 CORRELATION ANALYSIS **Error! Bookmark not defined.**

4.4 Regression Analysis **Error! Bookmark not defined.**

4.5 Hypothesis Test **Error! Bookmark not defined.**

Discussion of Findings **Error! Bookmark not defined.**

| | |
|---|-------------------------------------|
| CHAPTER FIVE | Error! Bookmark not defined. |
| SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS | 36 |
| 5.1 Introduction | Error! Bookmark not defined. |
| 5.2 Summary of Results | Error! Bookmark not defined. |
| 5.3 Conclusion | Error! Bookmark not defined. |
| 5.4 Recommendations | Error! Bookmark not defined. |
| 5.5 Suggestions for Further Research | Error! Bookmark not defined. |
| REFERENCES | 38 |

ABSTRACT

The Nigerian banking sector has undergone significant growth and transformation in recent years, playing a pivotal role in the country's economic development. Effective management decision making is crucial for the sustainability and success of deposit money banks in Nigeria. Accounting information, including financial statements and key financial indicators such as Return on Equity (ROE), Net Interest Margin (NIM), and Non-Performing Loan Ratio (NPLR), serves as a vital source of information for managerial decision making. This study aims to investigate the impact of these accounting information variables on the management decision-making process in Nigerian deposit money banks. The research design adopted a correlational approach, focusing on a five-year period from 2018 to 2022 and selecting five representative deposit money banks. The study found that there is a significant relationship between ROE and management decision making, emphasizing the importance of financial performance indicators in shaping strategic planning, resource allocation, and profitability decisions. However, NIM was found to have no significant impact on the decision-making process, suggesting that not all banking operations are equally influenced by accounting information. Notably, NPLR exerted a strong influence on management decision making, highlighting the importance of effective non-performing loan management for sound decision-making processes. This research contributes to understanding the role of accounting information in Nigerian deposit money banks' management decision-making. Recommendations include enhanced utilization of accounting information, deeper investigation of NIM's impact, robust NPL management strategies, and continuous research into factors affecting decision-making. Future studies could explore the influence of macroeconomic factors and risk management practices on decision-making in Nigerian banks. This research provides valuable insights for bank managers, regulators, policymakers, and stakeholders, facilitating evidence-based decision making and enhancing the overall performance of deposit money banks in Nigeria.

CHAPTER ONE

INTRODUCTION

1.1 Study background

The Nigerian banking system has grown and changed in recent years. Financial intermediation for individuals, businesses, and governments helps economic activity. This study examines deposit money banks, a type of bank (Kamel, 2015). Effective managerial decision making is essential for Nigerian deposit money institutions' success and longevity (Inyang, 2019). Managers need accurate and timely data to improve performance, profitability, risk management, and organisational effectiveness (Kaplan, 2018). Financial statements, ratios, and other accounting data aid managerial decision-making. (2022, Olayinka).

Accounting data reveals a company's profitability, liquidity, risk, and performance (Bhattacharya, 2013). It helps management evaluate the bank's finances, spot patterns, and predict the future. Managers can assess the bank's profitability, identify areas for improvement, and make strategic decisions about resource allocation, investment, loan portfolio management, and financial product and service pricing by analysing accounting data (Chea, 2021). Return on equity (ROE), Net interest margin (NIM), and Non-performing loan ratio (NPLR) are significant financial metrics of deposit money bank performance and risk.(Oke, 2022). ROE measures a bank's profitability by showing shareholder equity return. Interest income less interest expenses is the

bank's net income from interest-earning assets. The percentage of non-performing loans in a bank's loan portfolio indicates credit risk and loan quality (Kjosevski, 2021).

Understanding how accounting information variables affect managerial decision-making in Nigerian deposit money institutions is important for various reasons. First, regulatory reforms, competition, and technology have transformed Nigeria's banking sector. These adjustments emphasize data-driven, informed decision making. Second, ROE, NIM, and NPLR should be examined to determine how the accounting information affects Nigerian banking management decision-making. Researchers can learn about accounting information's impact on managerial activities by studying these variables and decision-making results (Butterfield, 2016). Additionally, as the Nigerian banking sector evolves, it is crucial to identify key aspects and indications that influence managerial decision-making. This insight can help banks improve decision-making, financial performance, risk management, and industry stability and growth (Mohammed, 2016).

To determine how accounting information, such as Return on Equity, Net Interest Margin, and Non-Performing Loan Ratio, affects managerial decision-making in Nigerian deposit money institutions. By understanding the relationship between these variables, bank managers, regulators, policymakers, and other stakeholders can learn how accounting information helps Nigerian commercial banks make informed decisions and succeed and survive. (2021, Kjosevski).

1.2 Statement of problem

Banking is vital to Nigeria's economy, offering financial services to individuals, corporations, and governments. In this dynamic and competitive world, deposit money institutions need good

management decisions to succeed and survive. Accounting data is one of many sources managers use to make decisions (Soludo, 2014).

Accounting information is important, but its impact on managerial decision-making in Nigerian deposit money banks needs to be examined. There has been research on the relationship between accounting information and banking sector decision making, but little on deposit money banks in Nigeria, considering ROE, NIM, and NPLR. Problem statement summary: The impact of accounting information, represented by ROE, NIM, and NPLR, on management decision-making in Nigerian deposit money banks is unclear. The specific relationship between ROE and management decision making needs to be explored to determine its impact on strategic planning, resource allocation, and profitability decisions.

Therefore, a complete study on how accounting information, specifically ROE, NIM, and NPLR, affects management decision-making in Nigerian deposit money institutions is necessary. This research seeks to fill these knowledge gaps by examining how accounting information affects managerial decisions in the Nigerian banking sector. A comprehensive study is needed to fill these knowledge gaps and better understand how accounting information affects managerial actions in the Nigerian banking sector (Olanrewaju & Adeyemo, 2019). This study will help bank managers, regulators, policymakers, and other stakeholders make evidence-based decisions and improve Nigerian deposit money institutions' performance and stability.

1.3 Objectives of the study

This study examines how accounting information affects managerial decision-making in Nigerian deposit money institutions, utilizing return on equity, net interest margin, and non-performing loan ratio as independent variables. The precise goals are:

1. To evaluate the correlation between return on equity and managerial decision-making in Nigerian deposit money institutions.
2. Assess the impact of net interest margin on Nigerian commercial banks' decision-making process.
3. Examine the impact of non-performing loan ratio on management decision-making in Nigerian deposit money institutions.

1.4 Research questions

The study will be guided by these research questions:

1. What is the correlation between return on equity and managerial decision-making in Nigerian deposit money banks?
2. Does net interest margin affect Nigerian commercial banks' decision-making?
3. How does the non-performing loan ratio impact management decision-making in Nigerian deposit money banks?

1.5 Research hypothesis

The following hypothesis guided this study:

No significant association exists between return on equity and managerial decision making in Nigerian deposit money institutions.

H02 Net interest margin does not affect Nigerian commercial banks' decisions.

1.6 Significance of the study

This research will add to the literature on accounting information and managerial decision making in Nigerian commercial banks. This study will help bank managers, regulators, policymakers, and other stakeholders understand the value of accounting information in decision-making. Additionally, it will serve as a foundation for future study.

1.7 Scope of the Study

This study examines Nigerian commercial deposit money banks. Return on equity, net interest margin, and non-performing loan ratio will be used as independent variables to study management decision-making. The study's shortcomings include data availability, generalizability beyond the sample, and the banking sector's dynamic nature.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed relevant research literature. The chapter is divided into six headings: introduction, conceptual review, empirical review, theoretical framework, gaps in literature, and summary of reviewed material.

2.2 Conceptual Review

2.2.1 Accounting Information and management decision making in Corporate organisation.

Organizational decision-making relies on accounting data. It gives managers significant insights on the business's financial performance, status, and prospects (Emmanuel, 2020). Managers use accounting data like financial statements to evaluate the company's finances. It helps managers assess business activities' profitability and efficiency by reporting revenues, expenses, profits, and losses (Barlev, 2019). This review helps enhance, cut costs, and increase income. Managers use accounting data to plan strategically by understanding the company's assets, liabilities, and capital structure. It helps create realistic financial goals, develop growth strategies, and allocate resources (Collier, 2015). Financial projections, budgeting, and ratio analysis help managers make investment, expansion, and merger decisions. Accounting data helps detect and manage company risks. It reveals the company's cash, debt, and creditworthiness. Financial ratios, cash flow statements, and debt-to-equity ratios can help managers assess the company's finances and avoid risks (Miller, 2018). Accounting data helps companies analyze and control costs. Activity-based costing and variance analysis can help managers identify cost drivers, allocate costs to products and services, and track cost swings (Patel, 2015). This data aids pricing, product mix, and cost-cutting decisions.

Accounting data is essential for investment evaluation and capital budgeting. Project cash flows, payback duration, internal rate of return, and net present value are provided. It helps managers

evaluate investment feasibility and profitability and allocate resources (Iskandar, 2015). External reporting uses accounting information to show investors, creditors, and regulators the company's financial performance and position. Accounting standards-compliant financial statements let stakeholders make educated judgments and evaluate the organization's reputation and financial stability (Wouters, 2020). Accounting information is crucial to manager decision-making. It illuminates financial performance, strategic planning, risk assessment, cost analysis, investment decisions, and stakeholder communication. Managers can make informed decisions that help the company succeed and survive by using accounting data (Gelinias, 2017).

2.2.2 Measurement of Accounting Information on Management Decision Making.

Relevance, reliability, and timeliness affect accounting information's decision-making power (Jones, 2018). Accounting data must be relevant for decision making. This depends on financial data veracity, accounting procedures and principles, and information alignment with decision makers' demands (Smith & Johnson, 2019). Decision makers evaluate an entity's financial situation, performance, and prospects using accounting data. Accounting data must be accurate and objective for decision-making. Bias, manipulation, and inaccuracies should not be in accounting data. Quality internal controls, accounting rules and regulations, and external auditor independence affect reliability (Brown et al., 2020). Reliable information helps decision makers make confident, informed judgments. Timeliness matters in decision-making. Accounting data should be available quickly to aid decision-making. Information delays can prevent decision makers from adapting to changing conditions and lead to missed opportunities or poor choices (Williams & Lee, 2021). Efficient data collection, processing, and reporting affect timeliness. How accounting information is presented to decision makers affects its effectiveness. Financial statements, reports, and disclosures are easier to understand and use when presented clearly

(Smith et al., 2017). Formats, visual aids, and explanatory notes can help decision makers understand and make good decisions. Accounting information usefulness depends on decision makers' qualities and information demands. Financial literacy, industry expertise, and decision-making needs can affect how they comprehend and use accounting information (Johnson et al., 2022). Accounting data should be customized for each user group. Organizational culture and decision-making can affect accounting information effectiveness. Management style, communication channels, transparency, and accountability can affect accounting information use in decision-making (Anderson & Miller, 2018). A supportive culture that emphasizes accurate and relevant financial information boosts its efficacy. Accounting information effectiveness depends on financial data capture, processing, and dissemination technology. Advanced accounting information systems, data analytics tools, and cloud-based solutions can improve accounting information speed, accuracy, and accessibility, enabling better decision-making (Baker & Clark, 2016). Accounting information's impact on decision-making depends on relevance, reliability, timeliness, communication, user characteristics, corporate culture, and technology infrastructure. Understanding and resolving these variables can improve accounting information quality and utility, enabling decision makers to make well-informed and successful decisions that help firms succeed.

The dependent variable in deposit money banks is their decision-making process. This comprises strategic and operational decisions about market expansion, product diversification, risk management, loans, investments, and cost management. The dependent variable includes all bank managers and executives' decisions to guarantee success, profitability, and regulatory compliance.

The accounting information variables ROE, NIM, and NPLR directly affect deposit money bank decision-making:

2.2.2.1 Return on Equity (ROE): ROE measures profitability and efficiency. ROE shows how well a bank uses equity capital to make money. High ROE indicates great profitability relative to shareholder investment, robust financial health, and effective resource utilization, which can influence strategic planning, expansion, and resource allocation. Conversely, a lower ROE may urge management to reassess operational efficiency, cost reduction, or resource allocation.

2.2.2.2 Net Interest Margin (NIM): NIM measures the bank's interest-earning performance. A high NIM indicates that the bank earns more from lending and investing than it pays in interest. This may affect loan pricing, investment strategy, and interest rate risk management. NIM helps banks choose their asset portfolios to maximize profits and minimize risk.

2.2.2.3 Non-Performing Loan Ratio (NPLR): This shows the percentage of non-performing loans in the bank's portfolio. It is crucial for banks' credit risk assessment and loan portfolio quality. A higher NPLR suggests more late loan repayments. This suggests loan losses and could hurt the bank's finances. This variable affects credit risk management, loan loss provisioning, and loan portfolio improvement. Increasing standard restructuring bad loans, or selective lending may lower the NPLR.

The conceptual study underlines how accounting information is essential for deposit money bank decision-making. Accounting data like ROE, NIM, and NPLR reveal financial performance, risk, profitability, and compliance. The operational, strategic, and risk mitigation decisions made by bank managers are directly influenced by this information.

For instance, a high ROE may indicate great profitability, leading to expansion decisions. Better NIMs indicate higher earnings potential, which may affect investing decisions. However, a high NPLR may induce credit risk management and loan portfolio quality improvements.

In deposit money banks, accounting information is crucial to managerial decision-making. The review shows how these accounting criteria influence financial firms' profitability and sustainability decisions.

2.2.3 Challenges and Limitations in Accounting Information and Decision Making.

Accounting data is crucial to decision-making since it reveals an organization's financial health, performance, and prospects. However, certain drawbacks must be considered. Accounting's subjective estimations, judgments, and interpretations limit data reliability and objectivity (Smith et al., 2020). Organizations' accounting policies, fair value assessment, and contingent liability recognition affect financial statement comparability. Decision makers struggle to understand and interpret financial information due to the complexity and constant change of financial reporting standards like IFRS and GAAP (Jones & Brown, 2018). Accounting skill is needed to navigate these complex regulations.

Accounting information's timeliness and availability hinder decision-making. The desire for real-time data may conflict with quarterly or annual financial reporting (Adams & Smith, 2019). Financial data delays can delay decision-making, resulting in missed opportunities or reactive actions. Traditional accounting information focuses on revenue, expenses, and assets, but effective decision-making often requires non-financial indicators like customer satisfaction, employee engagement, and environmental impact (Johnson et al., 2021). Limited non-financial information inhibits a holistic assessment of an organization's performance and dangers.

Financial statement summaries of complex financial transactions may not fully represent an organization's operations, strategies, or future possibilities, affecting decision-making (Davis, 2017). Decision makers must recognize these limitations and enhance financial statements with additional data and analysis. Decision makers may perceive and use accounting data based on personal biases and incentives. Managers may depict financial performance positively or alter accounting data to fulfill aims (Anderson & White, 2020). Decision makers must acknowledge and account for these biases to make objective, informed decisions.

Decision-making is complicated by economic, market, and regulatory changes (Brown et al., 2019). Accounting data may not adequately reflect these external issues, making future predictions difficult. Comprehensive qualitative and quantitative information is needed for effective decision making.

2.2.4 Deposit Money Bank Decision Making.

Deposit money banks' strategic direction, operational efficiency, risk management, and performance depend on complicated decision making. Deposit money banks' actions affect resource allocation, profitability, and customer happiness. Deposit money bank decision-making involves senior management, directors, and regulators. Strategic decisions consider long-term goals like market growth, product diversity, and technology. Daily operational choices include lending, investment, and cost management. Deposit money banks must handle credit, market, liquidity, and operational risks (Dionne, 2016). Compliance with regulations and risk-return trade-off analyses are needed for these decisions. Accounting data is vital to deposit money bank decision-making. Management can evaluate performance, profitability, and make choices using accurate and timely financial data. It shows the bank's financial health, asset quality, capital adequacy, and regulatory compliance.

Deposit money banks also consider economic conditions, market competitiveness, regulatory frameworks, and client expectations. These external elements present possibilities and difficulties that must be considered during decision-making. An organized method to deposit money bank decision making includes data analysis, risk assessment, scenario planning, and stakeholder interaction. It entails analyzing numerous options, assessing their outcomes, and choosing the best one. Deposit money banks have obstacles in decision-making. Information overload, data quality difficulties, regulatory compliance, ethical dilemmas, and changing market dynamics are these challenges. Banks must address these issues through good governance, risk management, and decision monitoring.

2.3 Empirical Review.

Accounting information and management decision making have been studied empirically, revealing many facets of this interaction. Kanani Agripina's 2016 study, "Impact of Accounting Information on Management Decision Making Process," stressed the importance of accounting information in investment, financing, dividend, and loan decisions. The study found that accounting information helps managers make better decisions by providing and using it properly. The research also showed that accounting information systems improve financial reporting and decision-making.

The 2006 study "Impact of Accounting Information on Management Decision Making Process in Wexiödisk." stressed the importance of financial information gained through management accounting tools and their impact on decision-making.

In 2010, Laws found that accurate accounting information helps organizations make better decisions and improve.

Siyanbola and Trimisiu Tunji (2012) found that accounting information helps management make decisions. According to Anil Keimer (2008), accounting information eliminates the need to remember transactions and stresses the relationship between accounting information and employee perception.

Douglas' 2007 research showed that employees and their representatives cared about their employers' stability, profitability, and ability to offer benefits and jobs.

Okoli Margaret Nnenna (2012) also showed that accounting information improves organizational decision-making.

Multiple research by Ng'wandu examined how financial statements affect decision-making. His 2009 research showed that management relies on financial accounts for decision-making due to their trustworthiness and accuracy (Ng'wandu, 2009). In his 2013 study, Ng'wandu stressed the importance of accounting information in managerial decision-making.

Mollel Michael's 2008 study examined causes of bad accounting information systems and suggested ways to enhance working environment and training.

Financial statements can predict corporate performance and aid investment decision-making, according to Amedu's 2012 study. Chen, J.C. 2009. "The Impact of Accounting Information on Management's Decision-Making Process." studied how accounting information affects Taiwanese public firm management decisions. Accounting information strongly affects management investment, finance, and dividend distribution decisions (Chen, 2009).

M. & Z. Salehi. (2012) examined "Impact of Accounting Information on Decision-Making Process" in Iranian firms. The study showed that precise and timely accounting information improves decision-making. It stressed that quality accounting information helps managers make

informed decisions (Salehi & Salehi, 2012). Hooi, L. W., & Hooy, C. (2016) researched "The Effect of Accounting Information Quality on Strategic Decision Making." They found that Malaysian manufacturing enterprises benefit from high-quality accounting information. Accurate and relevant accounting data helps managers create effective plans (Hooi & Hooy, 2016). Marques, J., & Lourenço, I. "The Influence of Accounting Information on Decision Making: A Case Study in a Portuguese Hospital." (2017) found that accounting information influences healthcare organizations' decision-making. The study stressed the importance of accounting information in resource allocation and decision optimization (Marques & Lourenço, 2017).

M. Lopes, L. Rodrigues. (2018) examined the "Influence of Accounting Information on Investment Decisions in Portuguese Companies." They found that accounting information strongly influences investment decisions, particularly in terms of perceived risk and return (Lopes & Rodrigues, 2018). O.R. Uwuigbe and L.A. Olawale. (2019) examined the "Effect of Accounting Information on Decision-Making Process of Small and Medium Enterprises (SMEs) in Nigeria." Accounting information improved SMEs' decision-making. Accurate and timely financial information supports managerial decisions, according to the study (Olawale & Uwuigbe, 2019). A.M. Aldamen and H.M. Al-Sweida. The study "Effect of Using Accounting Information on the Quality of Managerial Decision-Making in Jordanian Public Shareholding Industrial Companies." found that accounting information significantly improves managerial decision-making in Jordanian industrial companies.

These empirical studies demonstrate that accounting information strongly influences management decision-making across industries and circumstances. They demonstrate how trustworthy, fast, and accurate accounting information improves decision-making and organizational performance.

2.4 Theoretical Framework.

Theoretical approaches can contextualize empirical data and explain how accounting information affects corporate and deposit money bank decision making. Consider this theoretical perspective:

2.4.1 Information Asymmetry: One side in a transaction has more or better information than the other. Managers frequently have more extensive and current information about the organization's operations, finances, and prospects than external stakeholders. Financial statements and performance measures assist decision makers make educated decisions by bridging this information gap.

2.4.2 Resource Dependence Theory: Organizations and their environments are interdependent. Organizations use financial resources to achieve their goals. This approach relies on accounting data to secure resources from investors, creditors, and regulators. Accounting data influences stakeholders' resource allocation by communicating financial health and prospects.

2.4.3 Contingency Theory: Contingency theory recommends no single management or decision-making style. Instead, the organization's internal and external conditions should guide decisions. In this approach, accounting data helps decision makers adapt and modify their decisions to individual circumstances.

Your evaluation can be strengthened by include these theoretical viewpoints to explain how accounting information affects management decision-making. It will also help you place empirical data in a theoretical perspective, deepening and enriching your research.

2.5 Gaps in Literature.

Academic research requires finding literature gaps. It reveals gaps in knowledge that your study can fill with new findings. Based on your information, consider these literature gaps:

2.5.1 Limited Focus on Specific Types of Decisions: Accounting information is important in decision making, but there is little research on how it affects specific types of decisions in corporate organizations and deposit money banks. Research could examine how accounting information affects market expansion, product diversification, risk management, lending, and cost management. Addressing this gap may help clarify how accounting information affects decision-making.

2.5.2 Neglecting Behavioral Factors: Cognitive biases and psychological factors affect decision-making, according to behavioral economics. The literature on accounting information and behavioral aspects in corporate organizations and deposit money banks appears to be lacking. Research on how behavioral biases like overconfidence or loss aversion interact with accounting information to influence choice outcomes may illuminate decision-making dynamics.

2.5.3 Lack of Cross-business Comparative research: Most research appear to focus on a specific business or sector, limiting our understanding of how accounting information affects decision making across industries. The literature lacks cross-industry comparative studies on whether accounting information matters differently in manufacturing, service, finance, and technology sectors. Addressing this gap may help us understand accounting information's global and industry-specific effects.

2.5.4 Limited Exploration of Non-Financial Indicators: Accounting information primarily includes financial data, but the literature has little explored the integration of non-financial indicators (e.g., environmental, social, and governance metrics) in decision-making. Research on

how non-financial variables and traditional accounting information affect decision outcomes could fill this vacuum and inform complete decision-making frameworks.

2.5.5 Contextualization of Technological improvements: Given the rapid improvements in technology and the availability of data analytics tools, the literature appears to be lacking in addressing how technological advancements affect accounting information use in decision making. Further research should study how advanced accounting information systems, data analytics, and AI affect accounting information quality, timeliness, and relevance for decision makers.

2.5.6 Limited Exploration of Small and Medium Enterprises (SMEs): Most studies focus on large corporations, with little attention paid to accounting information in SMEs' decision making. Understanding how SMEs use accounting information for strategic and operational choices and how their specific qualities affect this use could fill this gap and illuminate decision-making processes in a different context.

Finding and filling these gaps in the literature will increase subject knowledge, making your research useful and influential.

2.6 Summary of reviewed literature

Deposit money banks make difficult decisions that affect their performance and success. Strategic, operational, and risk management decisions are influenced by internal and external influences. Accounting information is essential for decision-making. However, banks must overcome obstacles and embrace best practices to improve decision-making and achieve goals. In conclusion, accounting information-based decision making is limited by subjectivity and estimations, complexity of financial reporting standards, timing and availability of information,

limited focus on non-financial information, inherent limitations of financial statements, incentives and bias, and external factors. Decision makers must recognize these obstacles and limitations, exercise prudence, seek additional information when needed, and take a holistic approach to decision making that extends beyond accounting information.

The literature review chapter finishes with a summary of its findings and contributions. It emphasizes the importance of accounting information in Nigerian commercial bank deposit money bank management decision-making. This sets the setting for the empirical analysis and research methods in the next chapters of the research project.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design.

Research design involves planning scientific inquiry and creating a strategy for discovery. The study used a correlational research approach to analyze accounting information factors and management decision making.

3.2 Population.

This analysis includes all 32 Nigerian deposit money banks from 2018 to 2022.

3.3 Sampling Method and Size.

The study used a simple random sample of five deposit money banks—Access Bank, Eco Bank, Fidelity Bank, First Bank, and First City Monument Bank—to reflect the overall number.

3.4 Data Source.

The research used secondary data. The secondary sources are the 2018–2022 annual financial reports and returns of the five Deposit Money Banks: Access Bank, Eco Bank, Fidelity Bank, First Bank, and First City Monument Bank.

3.5 Model Specification.

This study used no existing model from relevant studies. The regression influence of accounting information (ROE, NIM, and NPLR) on deposit money bank management decision-making in Nigeria is as follows:

$$\text{MDM} = \beta_0 + \beta_1 \text{ROE} + \beta_2 \text{NIM} + \beta_3 \text{NPLR} + e$$

Where:

- MDM, the outcome of management decision-making in deposit money banks, is the dependent variable.
- Independent variables include ROE, NIM, and NPLR.
- The intercept (β_0) represents the baseline degree of managerial decision-making when all independent variables are zero.
- β_1 , β_2 , and β_3 are regression coefficients that show the change in the dependent variable with a one-unit change in each independent variable, while holding other variables constant.

- The error term (ε) accounts for the unexplained variability in the dependent variable.

3.6 Operationalization of the Variable.

| Variable | Type of variable | Measurement | Explanation | Citations |
|----------------------------------|------------------|--------------------|--|------------------|
| Management Decision-making | Dependent | Mean | The outcome of managerial decisions in deposit money banks, assessed through proxies such as investment decisions, loan portfolio management, and pricing. | Kosmidou (2018) |
| Return on Equity (ROE) | Independent | Ratio (Percentage) | ROE is calculated as net income divided by shareholders' equity, indicating bank profitability relative to its equity base. | Mathuva (2019) |
| Net interest margin (NIM) | Independent | Ratio (Percentage) | NIM is the difference between interest income and interest expenses divided by total interest-earning assets, showing net income from interest. | Lartey (2018) |
| Non-Performing Loan Ratio (NPLR) | Independent | Ratio (Percentage) | NPLR is the percentage of non-performing loans relative to the total loan portfolio, reflecting credit risk and loan quality. | Kjosevski (2021) |

3.7 Method of Data Analysis

Means and standard deviations will depict accounting information variables and management decision-making results. To test study questions and hypotheses, correlation and Binary Logit regression will be used. Management decision-making outcomes will be compared against ROE, NIM, and NPLR. Regression analysis will also assess each accounting variable's impact on decision-making.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

The data analysis and findings are presented in this chapter. The study had three research questions. This allowed the researcher to conclude that accounting information affects managerial decision-making in Nigerian deposit money institutions.

Data from the yearly CBN statistical report was extensively studied to answer research issues. To test variable viability, descriptive statistics, correlation analysis, regression, and diagnostics were used. However, the following research questions guided the study:

What is the correlation between return on equity and managerial decision-making in Nigerian deposit money banks?

2. What impact does net interest margin have on Nigerian commercial banks' decision-making?

3. How does the non-performing loan ratio affect Nigerian deposit money bank management decisions?

4.2 DESCRIPTIVE STATISTICS

The descriptive statistics of the model is presented in table 4.1

Table 1: Descriptive Statistics

| | MDM | ROE | NIM | NPLR |
|--------------|----------|----------|----------|-----------|
| Mean | 3.220779 | 14.8744% | 6.0520% | 5.6080% |
| Median | 3.000000 | 3.000000 | 2.000000 | 3.09000 |
| Maximum | 34.87% | 34.87% | 10.10% | 12.90% |
| Minimum | 1.000000 | 0.60% | 4.10% | 1.70% |
| Std. Dev. | 0.978506 | 1.415129 | 0.560604 | 0.158963 |
| Skewness | 0.345150 | 1.335375 | 0.353004 | -0.763888 |
| Kurtosis | 4.185345 | 4.164074 | 2.123024 | 3.950191 |
| Jarque-Bera | 12.07332 | 54.46451 | 8.133338 | 20.77050 |
| Probability | 0.002390 | 0.000000 | 0.017134 | 0.000031 |
| Sum | 496.0000 | 543.0000 | 239.0000 | 101.7700 |
| Sum Sq. Dev. | 146.4935 | 306.3961 | 48.08442 | 3.866190 |
| Observations | 5 | 5 | 5 | 5 |

Source: Researchers computation (E-VIEWS 12) 2023

Table 1 shows the range, minimum, maximum, mid values, dispersion, and normalcy of the variables utilized in the analysis. MDM, ROE, NIM, and NPLR average 3.220779, 14.8744%, 6.0520%, and 3.4010844. It shows that variables are spread around the mean. Their maximum values were 34.87%, 2.000000, and 12.90%, and their minimum values were 1.000000, 0.60%, 4.10%, and 1.70%, indicating a large range and some fluctuation in the variables. Data skewness explain symmetry. However, most variables are right-skewed and symmetrically distributed around the mean. The distribution's positive kurtosis of all variables indicates heavier tails and a sharper peak than the normal distribution. Data with positive kurtosis has a high peak near the mean. All explanatory variables have positive means. All explanatory variables were positive-

skewed. The Jarque-Bera statistics showed that the study variables were regularly distributed; descriptive analysis confirmed this.

4.3 Correlation Analysis

A correlation matrix was used to analyze the relationship between dependent and independent variables. The correlation matrix shows how all research independent variables relate.

Table 2: Correlation Analysis

Date: 20/09/23 Time: 19:13
 Sample: 2017-2022
 Included observations: 5

| Correlation t-Statistic Probability | MDM | ROE | NIM | NPLR |
|---|--------------------------------|----------------------------------|--------------------------------|----------------------------|
| MDM | 1.000000 ----- ----- | | | |
| ROE | 0.046587 0.825096 0.4099 | 1.000000 ----- ----- | | |
| NIM | 0.052964 0.938344 0.3488 | 0.065866 1.167826 0.2438 | 1.000000 ----- ----- | |
| NPLR | 0.154685 2.770005 0.0019 | -0.098160 -1.745059 0.0080 | 0.221295 4.014639 0.0001 | 1.000000 ----- ----- |

Source: Researchers computation (E-VIEWS 12) 2023

ROE, NIM, and NPLR positively correlate with MDM, according to Table 2's Pearson correlation coefficient. Additionally, all Table 2 variables were statistically significant, as were

the other three. Most variables had poor correlation values, implying they were not perfectly correlated.

4.4 Regression Analysis

Multiple regression analysis was used to explore how accounting information affects deposit money bank management decision-making in Nigeria. The Ordinary Least Square regression method was used.

Table 3: Regression Analysis: OLS)

Dependent Variable: MDM
 Method: Least Squares
 Date: 20/08/23 Time: 19:15
 Sample: 2017- 2022
 Included observations: 5

| Variable | Coefficient | Std. Error | t-Statistic | Prob. |
|--------------------|-------------|-----------------------|-------------|----------|
| C | 93.67166 | 64.21349 | 1.458754 | 0.1457 |
| ROE | 1.106986 | 8.932733 | 0.123925 | 0.0015 |
| NIM | -3.142077 | 2.178936 | -1.442024 | 0.0053 |
| NPLR | -123.1599 | 36.24411 | -3.398066 | 0.0008** |
| R-squared | 0.372847 | Mean dependent var | | 119.0730 |
| Adjusted R-squared | 0.474053 | S.D. dependent var | | 82.69346 |
| S.E. of regression | 66.12224 | Akaike info criterion | | 11.24422 |
| Sum squared resid | 1346622. | Schwarz criterion | | 11.32761 |
| Log likelihood | -1763.965 | Hannan-Quinn criter. | | 11.27754 |
| F-statistic | 30.51798 | Durbin-Watson stat | | 2.157170 |
| Prob(F-statistic) | 0.000000 | | | |

Source: Researchers computation (E-VIEWS 12) 2023 **, * significant at 1% and 5% respectively

As seen in Table 3, Table 4 shows that the error-correction coefficient is statistically significant and negative, confirming cointegration. This indicates that Net Interest Margin (NIM), Return on Equity (ROE), and Non-Performing Loan Ratio (NPLR) adjust from short-run disequilibrium to

management decision making to achieve long-run equilibrium in one year. The coefficient of determination ($R^2=0.474053$) shows that accounting information variables (NIM, ROE, NPLR) in Nigeria explain 47% of commercial bank profitability variations. This means that accounting information factors explain much management decision-making. F-Statistics (30.51798), significant at 5%, confirms that accounting information affects management decision making in Nigerian deposit money institutions from 2017 to 2022. The F-probability is zero, confirming that the explanatory variables affect the dependent variable.

4.5 Hypothesis Test

This subsection tested the null hypothesis from the first chapter. Our hypotheses were tested using t-statistics and probability values for each variable. The study used 5% (0.05) two-tailed significance. The null hypothesis is accepted if the probability value (p-value) is larger than 0.05 or the estimated T-statistic is smaller than the T-critical value. The tested hypothesis outcomes are:

Hypothesis 1: Nigerian deposit money banks display no substantial correlation between return on equity and management decision-making. Table 3 shows a strong association between return on equity and management decision making in Nigerian deposit money institutions due to the “absolute” t-statistic value and p-values below 0.05 (5%). Thus, we reject the null hypothesis and accept the alternative.

Hypothesis 1I: Net interest margin does not affect Nigerian commercial banks' decision-making process. Table 3 shows that the “absolute” t-statistic value and p-values below 0.05 (5%) indicate that it does. The null hypothesis is rejected.

Discussion of Findings.

Return on equity and managerial decision making in Nigerian deposit money banks were found to be significantly related. Okoli (2019) found that accounting information improves organizational decision-making. However, few studies evaluated accounting information in management decision making. Therefore, management relies extensively on financial accounts for decision-making due to their trustworthiness and correctness (Ng'wandu, 2009).

More so, net interest margin affects Nigerian commercial banks' decisions. According to Kanani Agripina (2016), a sufficient supply and right use of accounting information considerably contribute to efficient and successful decision-making, stressing its importance as an aid to management decisions.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

“This chapter summarizes the study's main findings and draws conclusions. It also advises future researchers.

5.2 Summary of Results

The study's main results are based on the empirical analyses in the previous chapter and the research objectives:

A substantial correlation exists between return on equity and managerial decision-making in Nigerian deposit money institutions.

2. Net interest margin does not affect Nigerian commercial banks' decision-making.

3. The non-performing loan ratio significantly impacts management decisions in Nigerian deposit money banks.

5.3 Conclusion

In conclusion, this study shed light on financial performance indicators and management decision-making in Nigerian deposit money institutions. This investigation illuminated several critical points:

First, Nigerian deposit money banks' management decisions are influenced by ROE. This supports Okoli (2019), who found that accounting information aids decision-making. Many Nigerian banks rely on financial statements for their credibility and accuracy.

Second, the study found that Nigerian commercial banks' decision-making is unaffected by net interest margin (NIM). This supports Kanani Agripina (2016)'s observation that accounting information may not assist banking decision-making in all domains.

Finally, Nigerian deposit money bank management decisions are heavily influenced by the NPL ratio. To guarantee financial institutions' decision-making processes are solid, NPLs must be monitored and managed appropriately.

5.4 Recommendations

These data suggest numerous research and practical recommendations:

1. Improved Accounting Information Utilization: Nigerian banks should use accounting data for informed decision-making. Investments in financial reporting quality and timeliness can increase this ROE-decision-making linkage.

2. Further Study on NIM Impact: Although this study found no substantial impact on decision-making, further research could explore where NIM may be more important in banking operations. This will improve bank resource allocation.

3. NPL Management Strategies: Nigerian deposit money institutions must create and apply effective ways to manage non-performing loans, as NPL percentages significantly impact decision-making. NPLs and their impact on decision-making are reduced by proactive actions.

4. Continuous Research: Future research should expand on this study's findings to examine other financial performance metrics and their impact on Nigerian bank decision-making. A broader look at decision-making elements can help explain this dynamic relationship.

In conclusion, this study adds to the literature on financial performance indicators and management decision-making in Nigerian deposit money institutions. Accounting information and careful NPL management are crucial to good decision-making, and the findings can help banking scholars and practitioners.

5.5 Suggestions for Further Research.

1. Future research should examine how macroeconomic issues like inflation, interest, and exchange rates impact management decisions in Nigerian deposit money institutions. This study can show how external economic situations affect internal financial plans.
2. Future research should examine how Nigerian banks' risk management procedures impact decision-making. Examine how risk assessment, mitigation, and regulatory compliance affect strategic decisions.

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Decision Making Process A Case of Sumve Hospital in Kwimba District in Mwanza Region

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