Global Journal of Business Management and Leadership | ISSN 3155-9808
Published by BIRPUB https://birpub.org/gjbml/
Imp. Factor: 5.948

The role of accounting information in enhancing managerial decision-making and project delivery in Nigerian Manufacturing Firms

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Abstract

This study investigated the role of accounting information in enhancing managerial decision-making and project delivery in Nigerian manufacturing firms. The research focused on examining the frequency and importance of accounting information in managerial decisions, assessing the impact of management accounting practices and information systems on project execution, and identifying challenges limiting the effective use of accounting data. A survey research design was adopted, targeting 250 accounting managers in Lagos State, Nigeria, with a sample of 154 respondents selected using Taro Yamane's formula and simple random sampling. Data were collected through structured questionnaires and analyzed using descriptive statistics and frequency tables. Findings revealed that 40.3% of respondents always used accounting information for managerial decisions, and 44.2% considered it very important in improving decision quality. Management accounting practices and information systems significantly influenced project delivery, with 78% reporting a significant or very significant impact and 71.5% utilizing accounting systems to a great or very great extent. However, challenges such as lack of timely and accurate data (32.5%), inadequate staff training (27.3%), and resistance to adopting accounting information (18.2%) were reported to hinder optimal utilization. The study concluded that accounting information plays a crucial role in decision-making and project performance and recommended strengthening accounting systems, enhancing staff training, and fostering a data-driven culture

Keywords: *Accounting Information, Managerial Decision-Making, Management Accounting Practices, Project Performance, Organizational Efficiency.*

***Cite**:* Ojeh, A., Nkwo, F. N., Ani, S. U. & Okonkwo, B. S. (2026). The role of accounting information in enhancing managerial decision-making and project delivery in Nigerian Manufacturing Firms. *Global Journal of Business Management and Leadership, 4 (3), 26-42.* https://doi.org/10.5281/zenodo.21905288

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Introduction

In today's competitive business environment, manufacturing firms face increasing pressure to make timely and well-informed decisions to ensure efficient operations and successful project delivery. Central to this process is the availability of reliable accounting information, which transforms raw financial and operational data into meaningful, decision-relevant reports for managers.

Studies in Nigeria have demonstrated that the use of an Accounting Information System (AIS) significantly enhances managerial decision-making in manufacturing firms. For example, research conducted across manufacturing companies in Oyo State revealed a strong relationship between AIS adoption and improved managerial efficiency; it also highlighted AIS's role in controlling fraud and mismanagement. (Lawal, 2017) Similarly, in Osun State, evidence shows that accounting information positively influences decisions related to economic order quantity, human-resource management, and marketing strategy in manufacturing organizations. (Bukunmi, Olusola, & Adebayo, 2018)

Moreover, investigations of Fast-Moving Consumer Goods (FMCG) manufacturing firms in Nigeria found that both short-term and long-term management accounting information systems (MAIS) exert a significant positive impact on business decision-making by managers. (Afolabi, 2018) This suggests that management accounting information when properly implemented can help managers make better operational decisions, plan strategically, and manage resources more effectively.

However, the relevance of accounting information extends beyond routine managerial decisions. In the context of manufacturing firms operating in Rivers State, Nigeria, research has shown that while management accounting information positively relates to corporate performance, its contribution to profitability (measured via net profit) is relatively modest, indicating that accounting information alone may not guarantee high performance without other supporting factors. (Eke, 2018) This raises questions about how effectively accounting information is being used especially when it comes to planning and delivering projects, which often involve more complex decision-making, resource allocation, timing, and control.

Given that many manufacturing firms still rely heavily on financial reporting and may under-utilize management accounting information perhaps due to limited awareness, inadequate systems, or weak internal controls there is a need to understand better whether and how accounting information supports not only day-to-day decision making but also project-level planning, execution, and delivery.

Thus, this study seeks to investigate the role of accounting information in enhancing managerial decision-making and project delivery in Nigerian manufacturing firms, with an emphasis on how management accounting practices and information systems contribute to effective planning, execution, monitoring, and completion of projects in a manufacturing context.

Statement of the Problem

In today's highly competitive business environment, manufacturing firms in Nigeria face increasing pressure to make timely, accurate, and strategic decisions to ensure operational efficiency and successful project delivery. Central to this challenge is the availability and effective utilization of reliable accounting information. While studies have shown that Accounting Information Systems (AIS) and Management Accounting Information Systems (MAIS) can enhance managerial decision-making, control fraud, and improve operational efficiency (Lawal, 2017; Bukunmi, Olusola, & Adebayo, 2018; Afolabi, 2018), the extent to which accounting information contributes to complex decision-making and project delivery remains uncertain.

Evidence from manufacturing firms in Rivers State (Eke, 2018) suggests that while accounting information is positively associated with corporate performance, its impact on profitability is modest, indicating that other factors may mediate its effectiveness. Moreover, many firms still rely predominantly on financial reporting and may under-utilize management accounting information due to limited awareness, inadequate systems, or weak internal controls. This raises concerns about whether accounting information is being optimally leveraged to support not only routine managerial decisions but also critical project-related decisions, including planning, resource allocation, monitoring, and execution.

Therefore, there is a clear need to investigate how accounting information, particularly management accounting practices and information systems, influences managerial decision-making and project delivery in Nigerian manufacturing firms. Understanding this relationship is vital for enhancing operational efficiency, strategic planning, and the successful completion of projects in the manufacturing sector.

Objectives of the Study

The main objectives of this study is on the role of accounting information in enhancing managerial decision-making and project delivery in Nigerian manufacturing firms. The specific objectives of the study are to:

i. examine the role of accounting information in enhancing managerial decision-making in Nigerian manufacturing firms.

ii. assess the impact of management accounting practices and information systems on the planning, execution and delivery of projects in manufacturing organizations.

iii. identify challenges and limitations in the effective utilization of accounting information for improving project performance and overall organizational efficiency.

Research Questions

The study provided answers to the following research questions:

i. How does accounting information influence managerial decision-making in Nigerian manufacturing firms?

ii. What is the impact of management accounting practices and information systems on the planning, execution, and delivery of projects in manufacturing organizations?

iii. What challenges hinder the effective utilization of accounting information in improving project performance and organizational efficiency?

Statement of Hypotheses

The following hypotheses in null form (H_0) guided this study:

i. H_{01}: Accounting information has no significant influence on managerial decision-making in Nigerian manufacturing firms.

ii. H_{02}: Management accounting practices and information systems have no significant impact on the planning, execution and delivery of projects in manufacturing organizations.

iii. H_{03}: There are no significant challenges affecting the effective utilization of accounting information in improving project performance and organizational efficiency.

Review of Related Literature

Conceptual Review

Accounting Information Systems (AIS)

In essence, an AIS refers to an integrated set of procedures, resources, and technology tools that a business uses to collect, record, process, store, and report financial and accounting data so that decision-makers have timely, relevant, and reliable information. (Sabri, Rapani & Almaliki, 2022; Teru, Idoko & Audu, 2018).

More specifically, AIS is often conceptualized as a computer-based information system bridging traditional accounting with information technology — combining data capture (from transactions), data processing (classification, summarization, consolidation), data storage (database/ software), and output (reports, financial statements, management reports) for internal and external users (Ismail, 2021; Kris, 2023).

Moreover, AIS plays a strategic role beyond mere bookkeeping or financial reporting: it serves as a managerial tool that supports planning, control, internal control, and performance evaluation. Through AIS, firms can ensure data integrity, control fraud, reduce errors, and facilitate faster, more informed managerial decision-making (Khairudin, Rasidi, Yuhana & Norbadirim, 2024; Teru et al., 2018).

Empirical studies further show that effective AIS adoption is positively associated with improved organizational effectiveness and business performance in manufacturing and SME settings providing evidence that AIS is not only a technical system but also a critical driver of operational efficiency, accountability, and strategic advantage (Khairudin et al., 2024).

Furthermore, because AIS integrates accounting and information-system disciplines, it supports complex business processes — enabling firms to manage resources, monitor projects, and respond to dynamic business environments with agility and accuracy (Ismail, 2021; Kris, 2023).

Management Accounting Practices

Management accounting practices refer to the methods, processes, and techniques organizations adopt internally to generate financial and non-financial information useful for planning, control, decision-making, and performance evaluation. Traditionally, MAPs include costing systems, budgeting and budget variance analysis, performance measurement, cost-control techniques, and internal reporting systems that help managers steer operations. In contemporary business, these practices have evolved to include strategic analyses, decision-support systems, and broader resource management tools (Pham, Cuong & Phi Anh, 2022; Susilawaty & Lubis, 2023).

The evolution of MAPs has seen a shift from purely short-term, financially-oriented tools to more strategic and holistic practices. Many organizations continue to rely on “traditional” MAPs such as budgeting, standard costing, and performance evaluation yet there is increasing adoption of “modern” MAPs including activity-based costing (ABC), value-chain analysis, target costing, and long-range forecasting (Susilawaty & Lubis, 2023). These modern techniques allow firms to manage costs more effectively and make better strategic decisions.

Empirical studies show that the use of MAPs significantly influences organizational performance. In manufacturing firms, MAPs assist in controlling costs, improving efficiency, and making resource-allocation decisions that enhance overall performance (Dahal, 2022). Studies across SMEs indicate that budgeting systems and performance evaluation techniques, core components of MAPs are positively associated with profitability and operational effectiveness (Cele, 2022).

Moreover, MAPs serve strategic purposes beyond routine operational needs. They provide information for long-term planning, competitiveness, and adaptation to changing business environments. Research suggests that MAPs equipped with strategic costing and decision-support capacities enable firms to navigate complex and dynamic markets, improving resilience and value creation potential (Shaik, 2023).

Given their dual role operational control and strategic support MAPs are conceptualized as a bridge between accounting data and managerial action. They transform raw cost and financial data into actionable insights that inform budgeting, resource allocation, performance monitoring, and strategic planning, enabling organizations to align operations with broader objectives. Furthermore, the integration of MAPs with modern technology enhances data accuracy and decision-making speed, improving overall organizational efficiency (Kwenda, 2025).

Managerial Decision-Making

Managerial decision-making refers to the process by which managers or organizational leaders identify problems or opportunities, evaluate possible alternatives, and choose a course of action aimed at achieving organizational goals or solving organizational problems (Eslava Zapata, Chacón Guerrero & Gómez Ortiz, 2022).

The process of managerial decision-making is influenced by multiple factors economic, organizational, social, personal, and psychological which shape how decisions are made under varying conditions of risk, uncertainty, and resource constraints (Kozioł-Nadolna & Beyer, 2021).

Given modern business environments, managerial decision-making increasingly relies on systematic information processing, data analysis, and decision-making strategies, including data-driven, multi-criteria, or collaborative approaches, to ensure choices are rational, timely, and aligned with organizational objectives (Loor Santana, Banguera Arroyo, Vera Nicola & Olvera Moran, 2024).

The nature of managerial decisions can vary: some are structured and routine, requiring standard procedures or rules, while others are unstructured or strategic, demanding judgment, creativity, and contextual analysis, especially in volatile or complex business conditions (Eslava Zapata et al., 2022; Kozioł-Nadolna & Beyer, 2021).

Managerial decision-making thus emerges as a critical organizational function, integrating information, judgment, and organizational context to guide actions. Moreover, as firms increasingly adopt advanced information systems and analytics, managerial decision-making becomes more evidence-based, systematic, and adaptive, enhancing organizational responsiveness and competitiveness (Szukits, 2024).

Project Planning and Delivery

Project planning and delivery involves systematically defining project objectives, scope, resources, schedule, and methods of execution — then executing, controlling, and completing the project in line with those plans. Planning lays out the blueprint for what needs to be done, who does it, when, and how resources are allocated; delivery refers to actual execution until completion, ensuring outputs meet goals for time, cost, and quality (Fazly, Raees, Shafi, Iqbal & Nawaz, 2024; Akinradewo, Aigbavboa, Ikuabe, Adekunle, Thwala & Olatunji, 2023).

Effective planning specifying scope, schedule, resources, and risk management is shown empirically to contribute positively to successful project delivery, reducing occurrences of cost overrun and delays. For instance, a study in the construction sector found that robust project planning significantly affects project success, especially when combined with risk-management practices (Fazly et al., 2024).

Project delivery is shaped not only by planning but also by adoption of appropriate methods and tools. The choice of delivery method including how tasks, responsibilities, and contracts are structured plays a critical role in execution effectiveness, influencing adherence to cost, schedule, quality, and stakeholder satisfaction (Zhong, Tang & Chen, 2021; Wali, Ali & Abo Farda, 2024).

Coordination among stakeholders, effective communication, and ongoing control and monitoring during delivery are essential. Relationship management among project participants significantly affects whether projects are completed successfully; good coordination supports timely delivery, quality adherence, and stakeholder satisfaction (Daboun, Abidin, Khoso, Chen, Yusof & Skibniewski, 2023).

Project planning and delivery represent a unified process: planning establishes the roadmap, while delivery executes and realizes the roadmap aligning resources, methodologies, stakeholder coordination, and controls to achieve project objectives within time, cost, and quality constraints. Moreover, strong planning combined with appropriate delivery methods significantly enhances the probability of project success (Fazly et al., 2024; Zhong et al., 2021).

Organizational Performance

Organizational performance refers to the extent to which an organization achieves its preset goals and objectives using its available resources efficiently and effectively (Conţu, 2020; Božić & Poola, 2023). It encompasses not just financial results like profits, but also non-financial outcomes such as customer satisfaction, internal efficiency, employee well-being, and market competitiveness (Frontiers in Psychology, 2023; Moumin, 2024).

Academic research conceptualizes organizational performance as a multidimensional construct, often including dimensions such as financial performance, operational effectiveness, customer/market performance, and innovation or growth performance (Richards & Jones, 2021; Moumin, 2024). This multidimensional view helps capture the full spectrum of organizational success beyond mere profitability.

Empirical studies show that different organizational practices including human resource management, strategic management, innovation adoption, and internal control — influence these different performance dimensions (Sustainability, 2023). As such, organizational performance becomes a holistic indicator of how well an organization aligns resources, processes, and strategies to achieve sustainable growth and stakeholder value (Frontiers in Psychology, 2023).

Because organizations operate in dynamic and competitive environments, performance also reflects adaptability and resilience: their ability to respond to changes, maintain stakeholder satisfaction, sustain productivity, and continuously improve. For manufacturing or other firms, this means combining financial health, production efficiency, quality control, and stakeholder (customers, employees, community) satisfaction to measure success. Moreover, modern frameworks for organizational performance embed sustainability, stakeholder balance, and long-term value creation (Moumin, 2024; Sustainability study, 2023).

Internal Controls and Resource Management

Internal controls refer to the set of policies, procedures, and practices instituted by an organization to safeguard assets, ensure the reliability of financial reporting, and promote operational efficiency and compliance with laws and regulations (Alshaiti, 2023; Ajala, Babatunde & Olaleye, 2023). Through internal controls, firms monitor and regulate business processes to reduce errors, prevent fraud, and provide assurance that organizational resources are used appropriately (Alshaiti, 2023).

Resource management involves the effective and efficient allocation and utilization of a firm's available resources financial, human, and material to achieve organizational objectives while minimizing waste and maximizing value (Sun et al., 2023). When combined with robust internal controls, resource management becomes more strategic: controls provide the oversight mechanism to ensure resources are not misused, misallocated, or wasted.

Empirical evidence links strong internal control systems to enhanced organizational performance and efficient resource use. For instance, firms that implement sound internal controls tend to show improved operational outcomes, better compliance, and greater capacity for sustainable resource use (Alshaiti, 2023; Ajala et al., 2023). In contexts where internal control quality is moderated by integrated information systems, the positive effect on performance and resource allocation is even stronger (Alshaiti, 2023).

In practice, effective internal controls and resource management together help organizations plan resource allocation, monitor execution, and adapt to changes ensuring resources are allocated where needed, controlled properly, and used efficiently throughout project cycles. Moreover, this integrated approach fosters accountability, transparency, and organizational resilience.

Consequently, internal controls and resource management are conceived not just as administrative tools, but as foundational mechanisms for organizational governance, operational integrity, resource optimization, and long-term sustainability; moreover they underpin effective decision-making, project execution, and performance achievement.

Theoretical Review

This study was theoretically underpinned on Agency Theory.

Agency Theory

Agency Theory, developed by Jensen and Meckling (1976), focuses on the relationship between principals (owners or shareholders) and agents (managers) in an organization. The theory highlights the potential conflicts of interest that can arise when managers make decisions on behalf of owners, especially when there is information asymmetry. Accounting information serves as a tool to reduce this asymmetry by providing accurate and timely data on financial performance and operations, helping principals monitor managerial actions.

Relevance to the Study:

i. Helps managers in Nigerian manufacturing firms make informed decisions by providing reliable financial and operational data.

ii. Enhances transparency and accountability, reducing potential conflicts between managers and owners.

iii. Supports better project planning and delivery by supplying relevant information for cost control, resource allocation, and performance evaluation.

iv. Improves the alignment of managerial actions with organizational goals, leading to more effective decision-making and project outcomes.

Empirical Review

Ogundajo and Nyikyaa (2021) evaluated the relationship between management accounting practices and performance of listed manufacturing companies in Nigeria. They conducted a survey of 499 employees across accounting, production, marketing, and administrative departments in 20 manufacturing firms using purposive sampling. Their findings indicated that management accounting practices especially budgeting and total quality management had a significant positive effect on firm performance (measured in market share), whereas cost analysis and performance evaluation did not show significant effects. This suggests that, in the Nigerian manufacturing context, certain accounting practices are more influential than others in driving performance, highlighting the importance of selecting the most impactful practices for managerial decision-making and project delivery.

Farayola, Umar and Kawugana (2022) studied the impact of management accounting techniques on financial performance of manufacturing firms in Nigeria using a mixed-method approach combining questionnaires and interviews from a randomly selected sample of 67 staff. Their analysis revealed that management accounting techniques, including costing, budgeting, and variance analysis, significantly affect performance evaluation, which in turn positively influences financial outcomes. These findings indicate that structured accounting information and techniques are crucial tools for managerial evaluation and effective decision-making in manufacturing operations.

Ogungbade and Oyerogba (2020) examined the role of firm culture in the adoption of modern management accounting practices among manufacturing firms in Nigeria. Using questionnaires administered to 220 firms and logistic regression analysis, they found that a stability-oriented culture positively influenced adoption of practices such as activity-based costing, budgeting, and value-chain analysis, whereas other cultural dimensions sometimes acted as barriers. This demonstrates that organizational culture moderates how accounting practices are adopted and used effectively, suggesting that contextual factors must be considered when evaluating accounting information's role in managerial decision-making and project delivery.

Adebawojo (2023) assessed cost management and financial sustainability of manufacturing companies in Nigeria through analysis of audited financial reports from 10 food and beverage manufacturing firms. The study concluded that cost management practices were not fully institutionalized in many firms, but when applied, they supported financial sustainability and operational performance. These results highlight the importance of robust accounting information systems and cost-management practices for maintaining long-term viability and successful project execution.

Owoeye (2023) investigated the effect of management accounting techniques on the quality of financial reporting in Nigerian manufacturing firms using a survey of 200 finance professionals. The study found that organizational culture and information systems significantly influenced reporting quality, while the direct effect of management accounting techniques was statistically insignificant. This indicates that accounting information's usefulness depends not only on the techniques themselves but also on supportive organizational structures and systems, emphasizing that both context and infrastructure are critical for effective decision-making and project outcomes.

Methodology

Research Design

The study adopted a survey research design to investigate the role of accounting information in enhancing managerial decision-making and project delivery in Nigerian manufacturing firms. The survey method was considered appropriate as it facilitated the collection of primary data directly from respondents and allowed for quantitative analysis of the responses.

Area of Study

The study was conducted in Lagos State, Nigeria, which is one of the major hubs for manufacturing activities in the country. Several manufacturing firms within the state were targeted to ensure the relevance of data to the research objectives.

Population

The population comprised accounting and finance managers in Nigerian manufacturing firms. A total of 250 accounting managers from registered manufacturing companies in Lagos State were identified as the population for this study. These managers were considered suitable because they are directly involved in utilizing accounting information for managerial decisions and project execution.

Sample Size

The sample size was determined using Taro Yamane's formula:

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = sample size

N = population size (250)

e = margin of error (0.05 for 95% confidence level)

$$n = \frac{250}{1+250(0.05)^2} = \frac{250}{1+250(0.0025)} = \frac{250}{1+0.625} = \frac{250}{1.625} \approx \mathbf{154}$$

Thus, a sample size of 154 accounting managers was selected for the study.

Sampling Technique

A simple random sampling technique was employed to select respondents from the target population. This technique ensured that every accounting manager had an equal chance of being included in the study, minimizing selection bias and increasing the representativeness of the sample.

Instrument for Data Collection

Data were collected using a structured questionnaire. The questionnaire comprised sections on demographic information, the use of accounting information in managerial decision-making, and its impact on project delivery. Questions were designed using a Likert scale to measure perceptions and practices.

Validity of Instrument

The validity of the questionnaire was ensured through content and face validity. The instrument was reviewed by two accounting academics and one industry expert to ascertain whether the questions accurately reflected the objectives of the study.

Reliability of Instrument

The reliability of the questionnaire was tested using a pilot study with 20 respondents from a manufacturing firm not included in the main study. The Cronbach's Alpha coefficient was calculated and found to be 0.82, indicating high internal consistency and reliability of the instrument.

Method of Data Collection

Data were collected through a combination of survey questionnaires and interviews. The questionnaires were administered directly to respondents, while interviews were conducted with selected accounting managers to obtain more in-depth insights into how accounting information influences managerial decisions and project outcomes.

Method of Data Analysis

Data collected were analyzed using descriptive statistics and presented in frequency tables. Measures such as percentages, means, and standard deviations were used to summarize responses and describe trends, providing a clear understanding of the role of accounting information in decision-making and project delivery within Nigerian manufacturing firms.

Data Presentation and Analysis

Table 1: How often do you use accounting information (financial reports, cost analysis, budgets) to make managerial decisions in your firm?

Response	*Frequency (n=154)*	*Percentage (%)*
Always	62	40.3
Often	51	33.1
Sometimes	28	18.2
Rarely	10	6.5
Never	3	1.9
Total	**154**	**100**

Source: Field Survey, 2026

This table illustrates the respondents' views on the frequency of using accounting information in managerial decision-making. The data shows that a majority of the accounting managers, 62 respondents representing 40.3%, reported that they always use accounting information to make managerial decisions, while 51 respondents (33.1%) indicated they often rely on such information. A smaller portion of the respondents, 28 (18.2%), reported using accounting information sometimes, and only 10 respondents (6.5%) rarely utilized it. A minimal number of respondents, 3 (1.9%), stated that they never use accounting information for managerial decisions. Overall, the table suggests that accounting information plays a significant role in supporting managerial decision-making in Nigerian manufacturing firms, as the majority of managers frequently engage with it in their decision processes.

Table 2: In your opinion, how important is accounting information in improving the quality of managerial decisions?

Response	*Frequency (n=154)*	*Percentage (%)*
Very important	68	44.2
Important	55	35.7
Moderately important	22	14.3
Slightly important	7	4.5
Not important	2	1.3
Total	**154**	**100**

Source: Field Survey, 2026

This table illustrates the respondents' views on the importance of accounting information in improving managerial decision quality. A majority of the accounting managers, 68 respondents (44.2%), considered accounting information to be very important, while 55 respondents (35.7%) perceived it as important. Twenty-two respondents (14.3%) rated its importance as moderate, and only a few respondents, 7 (4.5%), regarded it as slightly important. An even smaller number, 2 respondents (1.3%), viewed accounting information as not important for managerial decisions. Overall, the table indicates that accounting information is widely recognized as a critical tool for enhancing the quality of managerial decision-making in Nigerian manufacturing firms.

Table 3: To what extent does your organization utilize management accounting information systems to plan and execute projects?

Response	*Frequency (n=154)*	*Percentage (%)*
To a very great extent	50	32.5
To a great extent	60	39.0
To a moderate extent	28	18.2
To a small extent	12	7.8
Not at all	4	2.5
Total	**154**	**100**

Source: Field Survey, 2026

This table illustrates the respondents' views on the extent to which management accounting information systems are utilized in planning and executing projects within their organizations. The majority of the respondents, 60 accounting managers (39.0%), indicated that their organizations use these systems to a great extent, while 50 respondents (32.5%) reported usage to a very great extent. A smaller group, 28 respondents (18.2%), reported moderate usage, and only 12 respondents (7.8%) indicated that such systems were utilized to a small extent. A minimal number of respondents, 4 (2.5%), stated that management accounting information systems were not used at all for project planning and execution. Overall, the table suggests that management accounting information systems are substantially integrated into project planning and execution processes in Nigerian manufacturing firms, supporting better managerial oversight and decision-making.

Table 4: How significantly do management accounting practices (e.g., budgeting, cost control, variance analysis) influence project delivery in your firm?

Response	Frequency (n=154)	Percentage (%)
Very significantly	58	37.7
Significantly	62	40.3
Moderately	25	16.2
Slightly	7	4.5
Not at all	2	1.3
Total	**154**	**100**

Source: Field Survey, 2026

This table illustrates the respondents' views on the influence of management accounting practices on project delivery in their firms. A majority of respondents, 62 accounting managers (40.3%), indicated that management accounting practices significantly influence project delivery, while 58 respondents (37.7%) considered their influence to be very significant. Twenty-five respondents (16.2%) reported a moderate influence, and a smaller number, 7 respondents (4.5%), indicated that the influence was slight. Only 2 respondents (1.3%) stated that management accounting practices had no influence on project delivery. Overall, the table suggests that management accounting practices play a crucial role in ensuring the effective planning, execution, and completion of projects in Nigerian manufacturing firms.

Table 5: What is the biggest challenge your firm faces in using accounting information effectively for project performance?

Response	Frequency (n=154)	Percentage (%)
Lack of timely and accurate data	50	32.5
Inadequate staff training on accounting systems	42	27.3
Resistance to adopting accounting information	28	18.2
Poor integration of accounting info into projects	26	16.9
Other (please specify)	8	5.2
Total	**154**	**100**

Source: Field Survey, 2026

This table illustrates the respondents' views on the major challenges in effectively using accounting information for project performance. A significant portion of respondents, 50 managers (32.5%), identified the lack of timely and accurate data as the main challenge, while 42 respondents (27.3%) cited inadequate staff training on accounting systems. Twenty-eight respondents (18.2%) indicated that resistance to adopting accounting information hindered effective use, and 26 respondents (16.9%) reported poor integration of accounting information into project planning as a challenge. Only a few respondents, 8 (5.2%), mentioned other challenges. Overall, the table suggests that timely access to accurate data and staff competence are critical factors affecting the effective utilization of accounting information in enhancing project performance within Nigerian manufacturing firms.

Table 6: How often do limitations in accounting information (e.g., incomplete, delayed, or inaccurate reports) affect your firm's project performance?

Response	*Frequency (n=154)*	*Percentage (%)*
Always	30	19.5
Often	52	33.8
Sometimes	45	29.2
Rarely	20	13.0
Never	7	4.5
Total	**154**	**100**

Source: Field Survey, 2026

This table illustrates the respondents' views on how often limitations in accounting information affect project performance in their firms. A significant portion of respondents, 52 managers (33.8%), indicated that these limitations often affect project performance, while 30 respondents (19.5%) stated that such limitations always have an impact. Forty-five respondents (29.2%) reported that limitations sometimes affect project performance, and 20 respondents (13.0%) indicated that the impact occurs rarely. Only 7 respondents (4.5%) reported that limitations in accounting information never affect project performance. Overall, the table suggests that incomplete, delayed, or inaccurate accounting information is a notable factor influencing project outcomes in Nigerian manufacturing firms, highlighting the need for improved accounting systems and practices.

Summary of Findings, Conclusion and Recommendations

Summary of Findings

The following summarizes the key findings:

i. The study revealed that a majority of accounting managers in Nigerian manufacturing firms frequently use accounting information to guide managerial decisions. Specifically, 40.3% of respondents reported that they always rely on accounting data, while 33.1% indicated that they often use it. This finding highlights the critical role of accounting information in enhancing decision-making quality and suggests that managers recognize its value in planning, budgeting, and evaluating organizational performance.
ii. The findings indicate that management accounting practices, including budgeting, cost control, and variance analysis, significantly influence project delivery. A combined 78% of respondents indicated that these practices impact projects either significantly or very significantly. Additionally, the utilization of management accounting information systems to plan and execute projects was found to be substantial, with 71.5% of respondents reporting usage to a great or very great extent. These results suggest that effective accounting practices and systems contribute to improved project planning, execution, and overall performance in manufacturing firms.
iii. Despite the recognized importance of accounting information, several challenges were identified that limit its effectiveness. The most cited issues include lack of timely and accurate data (32.5%), inadequate staff training (27.3%), and resistance to adopting accounting information (18.2%). Furthermore, limitations such as incomplete or delayed reports were reported to affect project performance often or always by 53.3% of

respondents. These findings indicate that while accounting information is valuable, gaps in data quality, system integration, and staff capability hinder its full potential in improving project performance and organizational efficiency.

Conclusion

The study examined the role of accounting information in enhancing managerial decision-making and project delivery in Nigerian manufacturing firms. Findings from the survey revealed that accounting information is widely utilized by managers to guide decisions, demonstrating its critical role in improving the quality and effectiveness of managerial choices. Management accounting practices and information systems were also found to have a significant impact on project planning, execution, and delivery, highlighting the importance of structured financial data and analytical tools in achieving successful project outcomes.

However, the study identified several challenges that limit the effective use of accounting information, including lack of timely and accurate data, inadequate staff training, and resistance to integrating accounting insights into decision-making and project management processes. These challenges underscore the need for firms to strengthen their accounting information systems, provide adequate training for staff, and foster a culture that values data-driven decision-making.

In conclusion, accounting information plays a pivotal role in enhancing managerial decision-making and improving project performance in Nigerian manufacturing firms. By addressing existing challenges and leveraging management accounting practices effectively, organizations can optimize project delivery, enhance operational efficiency, and achieve better overall organizational performance.

Recommendations

Based on the findings of this study, the following recommendations are proposed:

i. Manufacturing firms should invest in robust and integrated accounting information systems to ensure timely, accurate, and accessible financial data. Enhanced systems will support managers in making informed decisions, improve project planning and execution, and reduce the negative impact of incomplete or delayed information on project performance.
ii. Organizations should provide regular training and capacity-building programs for accounting and managerial staff to improve their skills in using accounting information and management accounting practices. Properly trained personnel will be better equipped to interpret financial data, implement cost controls, and apply accounting insights effectively in project delivery and decision-making.
iii. Firms should cultivate a culture that values the use of accounting information in managerial decisions and project management. This includes encouraging staff to adopt evidence-based decision-making, integrating accounting insights into project planning processes, and reducing resistance to using accounting data. A supportive culture will enhance the utilization of accounting information, leading to improved project performance and overall organizational efficiency.

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