

MANAGEMENT ACCOUNTING TECHNIQUES ON ORGANISATIONAL DECISION MAKING IN NIGERIA

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ABSTRACT

Decision making is considered very essential in any organization more importantly in this competitive global world as the success and failure of any organization depends largely on the decision made by the management. Such decision could be strategic, tactical or operational. For an organization to make sound decision, qualitative management accounting techniques are required. The study therefore seeks to examine the impact of management accounting techniques on organizational decision making in tertiary institutions in Ondo state, Nigeria. The study is empirical research work. Data were collected using closed ended 5-Point Likert-scale and dummy response questionnaire which were administered on scholars, accountants and postgraduate accounting students in tertiary institutions in Ondo State, Nigeria. The population of the study is the entire scholars, accountants, auditors and postgraduate accounting students in the institutions. The sample size for the study is 300 respondents from the institutions. The data obtained were analyzed using descriptive statistic in line with Logit Likelihood Statistical Techniques to justify the significant of management accounting techniques on the variables of variance analysis technique, marginal costing technique, activity-based costing, activity-based management, total quality management and. balance scorecard technique on organizational decision making at tertiary institutions in Ondo State, Nigeria. The study covered a period of ten years from 2014 to 2024. The sample technique adopted for the study is purposive sample technique. The findings of the study shown that some of the traditional management accounting techniques are still relevant for decision making in tertiary institutions in Ondo State, Nigeria while modern management accounting techniques are more relevant in organizational decision making in the institutions. The study concluded that despite the fact that some of the traditional management accounting techniques are still useful in decision making, Focus should be shifted to modern management accounting techniques to enhance quality decision making in tertiary institutions in Ondo State, Nigeria. Some of the recommendations of the study are: (i) Utilization of Variance Analysis Technique (VAT) to conduct budget control should be done in order to compare actual performance and budgeted figures so as to identify deviations and their causes because insights to take corrective actions promptly, ensuring financial and operational performance to stays on track. (ii) Government should implement Total Quality Management Technique (TQMT) in tertiary institutions to significantly improve organizational decision-making by fostering a culture of continuous improvement, customer focus, and data-driven analysis. By involving all stakeholders, standardizing processes, and focusing on strategic alignment, institutions can enhance their overall quality and effectiveness.

CHAPTER ONE:

1.0 INTRODUCTION

1.1 Background to the Study

Organizational decision making is a process of making choices from alternative courses of action with the intention of moving towards a desired state of affairs (Ahmed, 2020). To remain competitive, organizations must make decisions that minimize long-term risks and maximize short-term results (Oluyinka & Ezekiel 2020). The decision organizations make may range from setting of goals and targets for the entire organization to a specific decision regarding daily activities. Such decision may be short-term or long-term decision (Ford & Gioia, 2018). According to Kiradoo (2018), organizational decision making is the process of responding to a particular problem/threat by proffering solution that will enhance value for organizational stakeholders. Daft (2017) stressed that organizational decision making is a procedure of discovering and solving problems. Daft (2017) stressed further that decision making is grouped into strategic, tactical and operational.

Management accounting is an embodiment of knowledge that involves concepts and decision-making (Sullivan & Sheffrin, 2019). As a body of proficient knowledge, management accounting involves decision making techniques drawn from financial accounting, management theory and practices (Roslender, & Hart, 2021). The major task of management is to make useful decisions for the operations of organizations. Making good decisions depends on the knowledge, skills and ability of the management accountant (Ardiansyah, Elizabeth, & Wilson, 2017). The management accountant's ability to feed management is enhanced by his knowledge of management accounting particularly the use of management accounting techniques (Sullivan & Sheffrin, 2019). Management accounting techniques are skillfulness and practical methods applied by management to make better decisions and to appraise results (Varshney & Maheshwari, 2018). According to Sandun (2023), "some of the techniques use in managerial accounting includes but not limited to: variance analysis, marginal costing, activity-based costing, activity-based management total quality management and balance scorecard". These tools provide managers with valuable insights into the cost structure of their organizations, enabling them to make informed decisions about pricing, production, and investment. However, the implementation of these techniques can be time-consuming and costly and may require significant change to existing systems and processes (Sandun, 2023).

1.2 Statement of the Problem

Our motivation for the study is to investigate if traditional management accounting techniques are still applied in the decision making of tertiary institutions in Ondo State, Nigeria despite the emergence of modern managerial accounting techniques that will enhance productivity and pave ways for penetration in the global world. With all the considerable criticisms on the application of previous management accounting techniques such as variance analysis, marginal costing and activity based costing and the interest in developing new management accounting techniques like activity based management, total quality management and balance scorecard in the recent time, it appears previous management accounting techniques are still widely used by many organizations in Nigeria (Normah & Rokiah, 2019). From previous studies, there are conflicts between the perception of scholars like Khurram, Sohail, Muhammad and Zahid (2021) and practitioners such as accountants and auditors as regards the usefulness of some

management accounting techniques. The justification for the study is to determine whether there is a real gap between the perception of scholars and practitioners regarding the usefulness of some management accounting techniques, and if such a real gap exist, should the practitioners adhere to the perceptions of scholars or should the scholars modify their theoretical thinking according to practitioners' practical experience?

Shifting from previous management accounting techniques to recent management accounting techniques should be paramount to any organization in Nigeria (Nelson, 2022), and (Jone & Christine, 2021). The change in the techniques becomes necessary as most of previous techniques become irrelevant due to obsolescence, change in technology and global demand (Mason & Jones 2021) and (David, Caro & Maria, 2001). Global demand requires organizations to acquaint with trending issues and the application of the appropriate management accounting techniques in order to meet such demands and to penetrate into the global market (Mark & David, 2020) and (Ekbatani & Sanglaji, 2019). Scholars have been discussing how management accounting techniques affect organizational decision making in Nigeria. Such scholars include but not limited to: Ardiansyah, Elizabeth, Wilson (2017); Ekbatani and Sanggeladji (2019); Ireland and Miller (2018); Khurram, Sohail, Muhammad and Zahid (2021); Mark and David (2020); Shank and Govindarajan (2018). Most of the researchers concluded that the previous management accounting techniques are more applied than the recent management accounting techniques in the operations of business organizations in Nigeria. Kiechel (2021); Kirti (2021); Madhuri (2022); Khurram, Sohail, Muhammad and Zahid (2021); Mark and David (2020); Shank and Govindarajan (2018) argued that the previous management accounting techniques are no more relevant in the operations of business organizations in Nigeria. Nelson (2022); Pedhazur (2017); Will (2019); Ardiansyah, Elizabeth, Wilson (2017); Ekbatani and Sanggeladji (2019); Ireland and Miller (2018) submitted that both the previous and recent management accounting techniques are relevant for business operation in Nigeria. The arguments of the researchers are controversial. While researchers like Kiechel (2021); Kirti (2021) and Madhuri (2022) are of the opinion that previous managerial accounting techniques should not be applied in business activities, other researchers like Nelson (2022); Pedhazur (2017) and Will (2019) opined that some of the previous managerial accounting techniques are still relevant in decision making in Nigeria. It is on this ground that the study seeks to resolve the controversies of the researchers by empirical investigating which of the techniques are more relevant in the operations of business organizations in Nigeria.

1.3 Research Questions

Arising from the statement of the problem are the following pertinent research questions:

- i. i. What impact does variance analysis technique has on organizational decision making in tertiary institutions in Ondo State, Nigeria?
- ii. ii. What impact does marginal costing technique as on organizational decision making in tertiary institutions in Ondo State, Nigeria?
- iii. What impact does: activity-based costing technique has on organizational decision making in tertiary institutions in Ondo State, Nigeria?
- iv. What impact does: activity-based management technique has on organizational decision making in tertiary institutions in Ondo State, Nigeria?

- v. What impact does total quality management technique has on organizational decision making in tertiary institutions in Ondo State, Nigeria?
- vi. What impact does balance scorecard technique has on organizational decision making in tertiary institutions in Ondo State, Nigeria?

1.4 Objectives of the Study

The overall aim of the study is to examine the impact of management accounting techniques on organizational decision making in tertiary institutions in Ondo State, Nigeria. The specific objectives of the study are to:

- i. determine the impact of variance analysis technique on organizational decision making in tertiary institutions in Ondo State, Nigeria
- ii. evaluate the impact of marginal costing technique on organizational decision making in tertiary institutions in Ondo State, Nigeria
- iii. ascertain the impact of activity-based costing technique on organizational decision making in tertiary institutions in Ondo State, Nigeria.
- iv. investigate the impact of activity-based management technique on organizational decision making in tertiary institutions in Ondo State, Nigeria
- v. examine the impact of total quality management technique on organizational decision making in tertiary institutions in Ondo State, Nigeria
- vi. find out the impact of balance scorecard technique on organizational decision making in tertiary institutions in Ondo State, Nigeria

1.5 Research Hypotheses

The hypotheses of the study are stated in the null forms as follows:

H01: variance analysis technique has no significant relevant on organizational decision making in tertiary institutions in Ondo State, Nigeria.

H02: marginal costing technique has no effect on organizational decision making in tertiary institutions in Ondo State, Nigeria

H03: activity-based costing technique has no relevance effect on organizational decision making in tertiary institutions in Ondo State, Nigeria.

H04: activity-based management has no significant effect on organizational decision making in tertiary institutions in Ondo State, Nigeria.

H05: total quality management technique has no effect on organizational decision making in tertiary institutions in Ondo State, Nigeria.

H06: balance scorecard technique has no significant impact on organizational decision making in tertiary institutions in Ondo State, Nigeria.

1.6 Scope of the Study

The study focuses on management accounting techniques and organizational decision making in tertiary institutions in Ondo State, Nigeria. The targeted populations for the study are the entire scholars, practitioners and postgraduate accounting students in tertiary institutions in Ondo State, Nigeria, ranging from Adekunle. Ajasin University, AkungbaAkoko, Adeyemi College of Education, Ondo City, Federal University of Technology, Akure, Rufus Giwa Polytechnic, Owo and University of Medical Science, Ondo City. All are from Ondo State, Nigeria. Because of the difficulties in carrying out research work on the entire population of the institutions such as money, time and logistics. The study decided to select three hundred (300) participants for the study. The study covered a period of ten years from 2014 to 2024. The justification for the period is that information on management accounting techniques and organizational decision making in tertiary institutions in Ondo State, Nigeria is considered relevant.

1.7 Relevance of the Study

The study will be relevant to the following groups:

- i. Business organizations in Nigeria: The outcome of the study will serve as a guide on which of the managerial accounting techniques to be adopted for decision making
- ii. Practitioners: The result of the study will educate the practitioners on the need to be proactive and be ready to adapt to change in order to penetrate the market and retain shares.
- iii. Scholars: The result of the study will inform the scholars on the need to propound more theories that will favour changes of managerial accounting techniques and acceptability of the theories.
- iv. The public: The outcome of the research will help the general public who involve in small, medium and large businesses to select the appropriate managerial accounting techniques for decision-making

CHAPTER TWO:

2.0 LITERATURE REVIEW

This chapter addresses conceptual issues, relevant theories and empirical evidences relating to the effects of management accounting techniques on organizational decision making in Nigeria.

2.1 Conceptual Review

Conceptual issues reviewed include: Managerial Accounting Techniques and Organizational Decision Making in Tertiary Institutions in Ondo State, Nigeria.

2.1.1 Decision Making

A decision making is a choice made between two or more available alternatives. Decision making is the process of choosing the best alternative for reaching objectives. Managers make decisions affecting the organization daily and communicate those decisions to other organizational members. Some decisions affect large number of organizational members, cost

great deal of money to carry out, or have long term effect on the organization. Such significant decisions can have a major impact not only on the management system but also on the career of the manager who makes them. Other decisions are fairly insignificant, affecting only a small number of organization members, costing little to carry out and producing only a short term effect on organization. There are four basic standards that can be used deciding the nature of decision and also the level of authority that should make the decision (Mark & David, 2020).

2.1.2 Organizational decision making

According to Harley and Cornelissen (2020), organizational decision making is about creating strategies, not just responding to current market dynamics but to anticipate future shifts to ensure longevity and competitiveness in an industry market by rapid technological advancements and changing consumer preferences. This approach emphasizing the significance of resilience in achieving a sustainable competitive advantage in the sector. Therefore, effective decision-making within streaming is of high importance. Yet, the very resilience that is pivotal for adapting to rapid market changes also exposes managers to frequent scenarios where their established beliefs and strategies are challenged. Harley and Cornelissen (2020) further pointed out that in these situations, cognitive dissonance emerges as a common obstacle. This cognitive challenge occurs when the need to adapt and innovate leads to conflicts with existing beliefs, making effective decision-making more complex and demanding. Ashish (2021) opined that organizational decisional making could be strategic, tactical or operational.

2.1.3 Strategic Organizational Decision Making

Strategic decisions are major choices of actions that influence the whole or a major part of business organization (Phaithun, 2018). Steven (2020) opined that the decisions contribute directly to the achievement of common goals of the organization and characteristic with long-term decision on business enterprise. Generally, strategic decision is unstructured. As a result, organizations have to apply their business judgment, evaluation and intuition into the definition of problem (Madhuri, 2022). These decisions are based on partial knowledge of the environmental factors which are uncertain and dynamic (Sanjay, 2020). Strategic decisions are taken at the higher level of management (Ajay, 2020). Benefits of strategic decisions could be summarized as; goal achievement; liquidity monitoring; Better revenue generation; legal risks prevention; progress measurement; drives business growth; organizations proactive; external threats prevention and understanding of competitor strengths (Akhilesh, 2021). Strategic decision making usually taken by the top management covers the whole system and procedures through which the objectives of an organization could be achieved. It is the entire system rather than just a unit within the system (Anil, 2019). In order to achieve strategic decision, financial reports, operations and external environment are considered very essential. Strategic decision plays prominent roles in the success of any organization. The success and failure of a particular organization depend on its strategic decision making. Care must be taken in taking strategic decision because of the high risk associated with it (Hersh, 2024).

2.1.3.1 Tactical Organizational Decision Making

Tactical decisions are decisions that implement strategic decisions. They focus at developing divisional plans, structuring workflows, establishing distribution channels, acquisition of resources such as men, materials and capital (Khoiriyah&Elvia, 2018). According to Eliyahu

(2022), “tactical decisions are taken at the middle level of management”. The benefits derivable from tactical decisions include but not limited to: quickly adjustment to changes; easy implementation; cost-effective; and flexibility (Kirti, 2021). A tactical decision is the implementation of strategic decision. It is taken at the middle level management. It fashion how a short-term goal of a year or less can be obtained (Alix, 2022). The decision is usually taken at the departmental or unit level. Tactical decision map out what a department or unit must achieve and how to achieve it. Whose responsibility for the achievement is also determined by tactical decision? Tactical decision is featured by measuring of operational efficiency; improvement on utilization of available resources; man power planning; equipment planning; medium term maintenance and make or buy decision (Lee, 2017). Tactical decision making is all about making smart, quick choices to solve problems and achieve short-term goals. In this guide, you’ll learn practical steps to improve your tactical decision-making skills. We’ll cover everything from understanding what tactical decisions are, to gathering and analyzing information, to making and implementing your decisions. Tactical decision making involves making quick and effective choices to handle immediate problems or seize short-term opportunities. Unlike strategic decisions, which focus on long-term goals and planning, tactical decisions are concerned with day-to-day operations and how to address issues as they arise. In essence, tactical decision making is about taking action now to solve problems and achieve results in the short term. It’s important for managing routine tasks and responding to unexpected challenges, ensuring that things run smoothly and efficiently in the present (Brittney & Maria, 2024).

2.1.3.2 Operational Organizational Decision Making

Operational decisions are short-term choices that are made on hourly, daily, or weekly basis. Primarily, they are concerned with operational details, daily resource allocation, inventory control, and delivery routing (Anil, 2019). Some of the advantages of operational decisions are: accuracy, flexibility, consistency, timely and cost-effective (Pedhazur, 2017). Quality decision making should be embraced by business organizations in order to compete adequately in the business world (Ford & Gioia, 2018). It is important that management of business organizations be proactive in order to penetrate and have a share in the global markets (Will, 2019). The ability of a business to be successful depends largely on the management accounting techniques adopted by the business for a decision making (Velmurugan, 2018). Operational decision which is every day decision making is handled at the low level of management. It is a decision taken in order to institute actions required for the attainment of the organizational targets. It is typical of: definite plan; quantified plan; detail instruction; comparison between plan and action and monitoring (Nelson, 2022). According to Prezmark, (2024), operational decisions are the backbone of any successful organization, serving as the routine yet vital choices that ensure daily activities remain aligned with long-term strategic objectives. These decisions are short-term, highly adaptable, and context-specific, focusing on the efficient management of day-to-day business functions. When made effectively, operational decisions enhance operational efficiency, optimize resource allocation, and improve customer satisfaction, contributing to the overall success of the organization. Operational decisions are routine, short-term choices that center around managing daily activities within an organization. They are essential for ensuring that various business functions, such as resource allocation, inventory control, and personnel scheduling, run smoothly and efficiently. By addressing immediate concerns and needs, operational decisions play a critical role in the effective execution of broader business strategies

and processes. Typically, these decisions are made by mid-level managers and supervisors who rely on real-time data and immediate circumstances. They span across multiple areas, including resource allocation, inventory management, employee scheduling, and quality control. Unlike strategic decisions which focus on setting the overall direction and long-term objectives of the organization, operational decisions are more granular and geared toward meeting short-term goals, ensuring that everyday tasks align with overarching business strategies. In essence, operational decisions are indispensable for maintaining the smooth functioning of a business's daily operations, allowing it to respond quickly to changing conditions while staying aligned with broader organizational goals.

2.1.3.4 Management Accounting Techniques

Management accounting technique is a skillfulness and practical methods applied by management to make better decisions and to appraise results (Varshney & Maheshwari, 2018). According to Sandun (2023), application of management accounting techniques in decision making depends on the relevant of each technique when a particular decision is to be considered by an organization. Swetha (2023), Eshna (2024), Mohammen (2024) and Ted (2024). Management accounting techniques sharpen the analytical tools to make effective management decisions. The application of management accounting techniques in the decision-making process enables companies to verify the efficient use of available resources to achieve The desired goals and helps in the search for the best of those uses. The identification and analysis of how well a management accounting technique has been actualized and hence used in an organization give a useful point of view on how the business sees the significance of management accounting. The study was not limited to the technical analysis itself in terms of the possibility of applying management accounting techniques, in addition to that, it exceeded to identify the impact of the use of the techniques in rationalize decisions in the Nepalese listed manufacturing companies (Rewan, Gannesh & Jipendra, 2020). Management accounting techniques could be group into traditional and modern techniques (Rob, 2024).

2.2 Traditional Management Accounting Techniques

Traditional management accounting techniques are techniques that focus on cost control and, in particular, what is recognized as 'variance analysis' and which involves evaluating forecast outcomes with real outcomes. The targets of the technique include: Cost analysis, Cost control, Budget preparation, budgetary control processes, Cost/benefit analysis and Investment appraisal (Abbey, 2024). Swetha (2023) submitted that some of the traditional management accounting techniques are:

2.3 Variance Analysis

Variance analysis technique is a technique used to compare actual financial results to budgeted or expected results (Gerald, 2005; Khurram, Sohail, Muhammad & Zahid, 2021). By analyzing the differences between the two, managers can identify areas of the organization that may be performing above or below expectations and take appropriate action (John, 2019). In most cases, budget does not achievable as expected. When this happened, we refer to it as variance (Akhilesh, 2021). Variance analysis is the difference between standard and actual in budgeting (Will, 2024). Variance Analysis is the difference between budgeted and actual financial performance of a business organization (Laures, 2024). The deviation serves as a ground for

an improvement area of the business (David, Caro & Maria 2001). Variance analysis can be seen as a major tool for the discovering the actual cause of variation in the standard and actual (Amber, 2024). It helps to realize why there is a wave in the standard and suggest what can be done to minimize the occurrence (Dandago&Adah, 2013).

The reasons for variances in budgeting could be attributed to: (i) Change in market conditions. When there is a change in market condition, definitely, the standard budgeting practices would not be realistic. For an instance, when there is short supply of raw materials, this can cause hike in prices by the suppliers. (ii) Assumption. Budgeting standards at times may be high-minded. That is output of a machine may be wrongly assumed. (iii) Service delivery. At times, service delivery may not be achieved. Planning may have it as six hour working day, however, actual may only allow four hours per day (Sanjay, 2020).

2.4 Marginal Costing,

Marginal costing technique involves separating the fixed and variable costs of production to determine the contribution margin of each product. This information can be used to make informed decisions about pricing and production volume (Akhilesh, 2021). It is the examination of the benefits of activity in comparison with the additional cost that is incurred by the same activity. Companies apply this technique in decision-making with the aim of maximizing potential profits. It helps in identifying the benefits of business activities and financial decisions (Anouk, 2024). Experts use marginal analysis when there are only limited funds available while there are multiple potential investments. In such cases, experts analyze associated costs and benefits to determine the more profitable investment (Khoiriyah, Elvia, 2018 & Jaya, 2023). Marginal costing may be defined as the technique of presenting cost data wherein variable costs and fixed costs are shown separately for managerial decision-making. It should be clearly understood that marginal costing is not a method of costing like process costing or job costing. Rather it is simply a method or technique of the analysis of cost information for the guidance of management which tries to find out an effect on profit due to changes in the volume of output. There are different phrases being used for this technique of costing. In UK, marginal costing is a popular phrase whereas in US, it is known as direct costing and is used in place of marginal costing. Variable costing is another name of marginal costing. Marginal costing technique has given birth to a very useful concept of contribution where contribution is given by: Sales revenue less variable cost (marginal cost) Contribution may be defined as the profit before the recovery of fixed costs. Thus, contribution goes toward the recovery of fixed cost and profit, and is equal to fixed cost plus profit Marginal costing is a costing technique wherein the marginal cost, i.e. variable cost is charged to units of cost, while the fixed cost for the period is completely written off against the contribution.

2.5 Activity Based Costing (ABC)

According to Erik (2024), “in the realm of accounting and financial management, the concept of Activity Based Costing (ABC) sets forth an innovative approach to assigning overhead and indirect costs to corresponding products and services. This methodology transcends traditional cost assignments by taking into account the complex relationship between costs, overhead activities, and products. As a result, ABC provides a more accurate and meaningful alternative to conventional costing methods, particularly in revealing the true distribution of costs not

directly linked to production, such as management and office staff salaries. Its implementation plays a key role in cost management and the development of sound financial strategies that help businesses to thrive, especially in the sphere of product manufacturing” Through the lens of activity-based costing, organizations can achieve a better understanding of the cost data behind their production efforts. With its ability to seamlessly trace costs back to related activities, ABC allows businesses to build a clearer insight into the financial intricacies that govern their operations and, in turn, make more informed decisions concerning their pricing strategies and operational efficiency (Chanchal, 2024). The ABC costing method offers a comprehensive approach to understanding and managing indirect costs by considering activities as cost drivers. This enables businesses to better allocate overhead and indirect costs to relevant products and services and optimize pricing strategies. With ABC, companies can analyze target costing, product costing, product line profitability, customer profitability, and service pricing, gaining a more accurate and nuanced view of their production and service operations (Chinomso, Esther, Ithiria& John, 2021). At the foundation of the ABC costing method lies the concept that activities defined as events, tasks, or units of work with a specified goal are integral in overhead allocation and indirect cost assignment. Activities consume resources and, as a result, accumulate indirect costs. These costs are traced back to the particular activities through cost drivers, such as machine setups or maintenance requests, and are then assigned to corresponding products and services (Dennis, 2016). Central to the ABC philosophy is the notion that costs are inherently activity-driven. By focusing on how resources are consumed through various activities, the ABC method reallocates indirect costs more accurately, providing businesses with a clearer financial picture. This systematic approach allows for better informed decisions regarding cost analysis, pricing strategies, and resource utilization. In turn, this enables businesses to more effectively manage their operations, maximize profitability, and maintain a competitive edge in their respective industries (Eshna, 2024). Activity Based Costing is a practical and comprehensive approach to understanding and analyzing costs associated with different activities. To accurately apply this method, businesses must follow several distinct steps that all revolve around cost driver rate calculation; overhead cost analysis, and cost pool division. First and foremost, all necessary activities required for creating a product must be identified and documented. These activities are then sorted into cost pools, which encompass the cumulative costs associated with a given activity. For example, manufacturing, packaging, and quality control can all be considered separate cost pools.. Once each cost pool has been established, cost drivers must be assigned to each cost pool activity based on measures like hours of labor or number of units used. By doing so, the total overhead is divided by the total cost drivers, establishing the cost driver rate. This rate is then factored into the cost of a product, allowing for a complete and detailed overhead cost analysis (Evan, 2022).

2.6 Modern Management Accounting Techniques

Modern management accounting technique unlike the traditional management accounting techniques who focus on cost control, have broader applications, and more externally focused, and target a range of critical success factors (Jiao, Kevin, & Nuruddeen, 2023). Abbey (2024) opined that some of the modern management accounting techniques include but not limited to the following: Activity based Management Technique, Total Quality Management Technique and Balance Scorecard Technique

2.7 Activity-based management Technique (ABMT)

According to Mohammed (2024), “Activity-Based Management Technique (ABMT) is described as a management approach that identifies, analyzes, and manages the operations that drive costs and value in an economic entity” Nguyen (2022) is of the opinion that activity-based management is similar to activity-based costing that allocates indirect costs to products or services according to the activities required to produce them. Activity-based management improves the efficiency and effectiveness of goods and services of an organization by observing and removing non-value-added activities (Peter, 2021). Activity-based management is a system of assessing and measuring operations that a business performs, using activity-based costing to carry out a value chain analysis to ameliorate strategic and operational decisions in a business organization (Normah&Rokiah 2019). Activity based management focuses on managing activities to scale down costs and better customer value (El-haram, Mareijak& Horner, 2002). Activity based management can be group into operational and strategic: Operational ABM is doing the right thing, using Activity based costing information to improve efficiency while strategic Activity based management is about doing the right things, using Activity based costing information to determine which products to develop and the activities to be used (Kosha, 2024). One merits of Activity based management is that it helps managers to understand product and customer profitability, the cost business procedure and how to improve (Kennedy & Bull, 2000). Activity-based management (ABM) is a system for determining the profitability of every aspect of a business so that its strengths can be enhanced and its weaknesses can either be improved or eliminated altogether. Activity-based management (ABM), which was first developed in the 1980s, seeks to highlight the areas where a business is losing money so that those activities can be eliminated or improved to increase profitability (Grant, 2023). ABM analyzes the costs of employees, equipment, facilities, distribution, overhead, and other factors in business to determine and allocate activity costs. Activity-based management (ABM) is a procedure used by businesses to analyze the profitability of every segment of their company, enabling them to identify problem areas and areas of particular strength (Jaya, 2024). Activity-based management can be applied to different types of companies, including manufacturers, service providers, non-profits, schools, and government agencies. ABM can provide cost information about any area of operations in a business. In addition to improving profitability and the overall financial strength of a company, the results of an ABM analysis can help that company produce more accurate budgets and long-term financial forecasts (John, 2011). ABM can be used, for example, to analyze the profitability of a new product a company is offering, by looking at marketing and production costs, sales, warranty claims, and any costs or repair time needed for returned or exchanged products. If a company is reliant on a research and development department, ABM can be used to look at the costs of operating the department, the costs of testing out new products and whether the products developed there turned out to be profitable. Another example might be a company that has opened an office in a second location. ABM can help management assess the costs of the running that location, including the staff, facilities, and overhead, and then determine whether any subsequent profits are enough to make up for or justify those costs (Alexandra, 2020).

2.8 Total Quality Management (TQM)

Total quality management technique is a managing process that enhances the quality of goods/ services that satisfy customers' wants (Varshney&Maheshwari, 2018). The approach embraces continues improvement at all levels of employees by depicting and eradicating risk, simplify the supply chain and using continuous learning methods (Eliyahu (2022). Through research, total quality management affects 71.7% of productive behavior. Deep understanding of total quality management and its implementation is critical for businesses (Aisharyya, 2024). Total quality management stands for the achievement of long-term goals to deliver quality products in the competitive market (Eshna, 2024). The key to a successful quality management is based on constant striving for innovation (Kiran, 2014). Changing the mechanism, modernize the methods and providing effective training for the staff, total quality management is organizational efforts to provide an enabling environment that can motivate employees to put in their best to meet the demand and services of customers on demand. (Hatim, Korar, & Hayder,2020). Total quality management could be achieved through adequate funding, required training, proper staffing, and goal setting. Total quality management is a management approach through which an organization ensure the continually meets the customer requirements (Kirti, 2021). Total quality management requires the involvement and commitment of the entire system right from the production stage to the final stage. To achieve this, all employees from the list to the top management must be adequately participated in a production process (Senior, 2024). Total quality management ensures a check at every stage of production to the end (Khoiriyah & Elvia, 2018).

Eshna (2024) explained the benefits of total quality management to include but not limited to: increase in proactivity, defect and waste removal, competitive strengthen, profitability enhancement, market share, change adaptability, job security, customer satisfaction and process upgrading" Total quality management is a structured approach to overall organizational management (Ogbada, Modebelum & Afams, 2022). The focus of the process is to improve the quality of an organization's outputs, including goods and services, through the continual improvement of internal practices. The standards set as part of the TQM approach can reflect both internal priorities and any industry standards currently in place (Oladele, Alagbe Industry standards can be defined at multiple levels and may include adherence to various laws and regulations governing the operation of a particular business" Industry standards can also include the production of items to an understood norm, even if the norm is not backed by official regulations. Acceptance sampling might be used to check the progress toward the TQM goal. Total quality management is an organization-wide effort to "install and make a permanent climate where employees continuously improve their ability to provide on-demand products and services that customers will find of particular value (Kuldip, 2016). Total emphasizes that departments in addition to production (for example sales and marketing, accounting and finance, engineering and design) are obligated to improve their operations; management emphasizes that executives are obligated to actively manage quality through funding, training, staffing, and goal setting. While there is no widely agreed-upon approach (Mandy, 2022) TQM efforts typically draw heavily on the previously developed tools and techniques of quality control Total quality management is a structured approach to improving an organization's outputs through continuous improvement of internal practices. It focuses on long-term improvements rather than short-term financial gains(Mohammed,2024). TQM is also the continuous process of detecting and eliminating errors in the production process, improving customer experience and ensuring team members feel valued and appreciated (Aouk, 2024).

Balanced Scorecard

Ted (2024) opined that balance scorecard technique is the balance between leading and falling indicators that determine the outcomes of company goals (Sanjay, 2020 & Will, 2019) Balanced scorecard key indicators tell you whether or not you're achieving your goals and whether you are on the right track to accomplish future goals (Tanmay, 2024). A balanced scorecard is structured information that is used by business managers to track the implementation of activities (Cyndi, 2024). The word balanced scorecard denotes performance management report that is used by management. The team is focused on managing the execution of operational activities (Bob, 2024 & Ajay, 2020). Balanced scorecard is not limited to a business. It is also used by individuals to monitor personal activities (Lawrie Gavin, & Cobbold, 2020). Initially, balanced scorecard was projected as a general-purpose management system performance. It was later migrated as an idea to a strategic performance management. In the recent, it becomes a major component of structured approaches corporate strategic management Balance scorecard helps to select which data to observe, and guarantee that such data is consistent with the ability of the observer to intervene (Phaithun, 2018). One of the major merits of balance scorecard is that it allows businesses to pool information and data together into a single report rather than having multiple tools that could be misleading. The system enables the saving of time, money, and resources by management particularly when there is the need to review activities for the improvement of operations (Evan, 2022). A balanced scorecard (BSC) is a strategic management performance metric that a company can use to improve internal business operations and external results. It's a way for organizations to focus on processes, that, when combined, can help them meet their financial goals. The balanced scorecard takes into account four perspectives that are essential to value creation for an organization: the financial perspective as well as a focus on customers, internal business processes, and learning and growth. Within each of these areas, the BSC measures and monitors the key performance data that are critical to an organization's success (Nikita, 2015). The performance metric known as a balanced scorecard is meant to measure the intellectual capital of a company, such as training, skills, knowledge, and any other proprietary information that gives it a competitive advantage in the market. The term itself refers to examining strategic measures as well as financial ones in order to get a more balanced understanding of performance (Nisaf, 2021). The balanced scorecard concept has evolved into a more holistic system of overseeing strategy the planning, the projects and programs people work on, and the measures that track success that allows an organization to link that strategy to its mission and vision (Evan, 2024). The meaning of a balanced scorecard, or BSC, is something that helps organizations formulate strategic plans and manage their operations. The reason why the word "balanced" is included is that the BSC calls on businesses to review strategic measurements, in addition to purely financial measures. The goal is to enable executives and strategists to get a well-rounded picture of their organization. In a very large organization, it can be difficult to tell how a small project is related to the overall long-term strategy. The balanced scorecard is supposed to help with this problem by making it clear how day-to-day operations fit into the overall plan (Nurudeen, Kevin & Lu, 2023). By using BSCs, corporations can communicate goals, coordinate the efforts of their employees, and choose which projects and programs to focus on, and measure progress more accurately (Adam & Claude, 2023). The balanced scorecard is a tool designed to help track and measure non-financial variables. The balanced scorecard combines the traditional financial perspective with additional perspectives that focus on customers, internal business processes, and learning development (Nyamwanza, Mvundla

& Madziwire, 2020). Balance scorecard perspectives include but not limited to the following: Financial perspective: Do your plans and processes lead to desired levels of economic value creation? Metrics include sales revenue, operating expenses, net income, and investment in assets. Customer perspective: Does your target audience perceive your product, services, and brand in the desired way? Metrics include quality, delivery speed, and customer service experience. Internal business process perspective: Do your organizational processes create value for customers? Metrics to track are related to operations and customer management, innovation, regulatory, and social processes. Learning and growth perspective: Does your organization support and utilize human capital and infrastructure resources to meet goals? Areas to consider are human capital (people, talent, and knowledge), information capital (databases, networks, and technology), and organizational capital (leadership capabilities and cultural alignment to company goals), each with its own set of metrics (Catherine, 2023)

2.2 Theoretical Review

2.2.1 Stakeholder Theory

According to Jeremy (2022), “stakeholder theory opined that shareholders, particularly investors are the major groups an organization must serve. It suggested that anyone that is affected by the organization or its workings in any way should be considered a stakeholder. Examples of stakeholders are: Employees, Customers, Suppliers, Local communities, Environmental groups, Governmental groups etc. Stakeholder theory proofs that organizations should as a matter of fact do the needful to stakeholders as this practice would go a long way to achieve the objectives of an organization”

According to project management perspective, “stakeholder theory implies that the interest of all parties with a vested interest must be considered in a particular project. Stakeholders are considered as an “individuals and organizations who are actively involved in project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion.”

2.2.2 Agency Theory

Nelson, (2022) stressed that “agency theory assumes that there is a contractual relationship between members of a firm. It recognizes the existence of two groups. That is principal and agent. The principals will assign decision making authority to the agent and expect the agent to perform certain functions in return for a reward. The principal/agent relationship can exist in any organization and usually starts from the shareholder/director and ends with the supervisor. In an organization setting, which involves doubtfulness and technical information, the agent’s actions may not satisfy the interests of the principal. The theory believes that individuals are assumed to be rational and to have limitless computational ability.”

2.2.3 Contingency Theory

Contingency theory according to Michele (2002 is "a theoretical view of organizational behaviour that stresses how contingent elements such as technology and the task environment affects the pattern and operation of an organizations. The theory represents a unification of organizational theory and sociological functionalist view of an organization. Through the blend

of organizational decision-making and sociological functionalist concerns, contingency theory assimilate and take on the perspective of vital organizational procedures such as decision-making and control. Traditionally, management accounting research employ contingency theory to reflect and promote the belief that decision-making should be rational. The managerial accounting information use by managers serves as a quantitative terminology of organizational goals. In the recent, accounting researchers have attempted to broadening the contingency contention to cover the relationship between firms' strategies and the pattern of their control systems. Contingency theory is a management theory that recognizes no single, ideal way to manage an organization. It encourages managers to adjust their strategies and approaches according to the environment and situation. By utilizing contingency theory, you can improve decision making by analyzing internal and external factors that impact your organization's performance, balancing the conflicting demands of your organization and stakeholders, and experimenting with different solutions and alternatives.

The study is guided by three theories. That is stakeholder, agency and contingency theories. Out of the theories, the study is anchored on contingency theory. Contingency theory is more relevant to the study than the other theories. The theory represents a unification of organizational theory and sociological functionalist view of an organization. Through the blend of organizational decision-making and sociological functionalist concerns, contingency theory assimilate and take on the perspective of vital organizational procedures such as decision-making and control.

2.3 Review of Prior Studies

John and Christine (2021) carried out a research work on practice of management accounting in Nigeria. They adopted questionnaire to gather data. The data obtained was analyzed by simple regression analysis. Their study found that there was gap between the materials use in most of the Universities as regarded management accounting techniques and what is practiced in the working places.

Khurram, Sohail, Muhammad and Zahid (2021) carried out a research work on management accounting practices and its level of usage in services sector in Nigeria. The researchers obtained data through adapted questionnaire. Their data analyze with descriptive statistics. In their findings, it was implied that traditional managerial accounting techniques were more applied in the operations in Nigeria than the modern techniques.

Peter (2021) examined the impacts of management accounting practices on financial performance of manufacturing companies in Nigeria. The study by Peter (2021) obtained data through stratified random sampling method. The data was analyzed by Statistical Package for Social Sciences (SPSS). The finding of the research work displayed that most decision making in management accounting practices in Kenya favour the traditional management accounting techniques.

Oluyinka and Ezekiel (2020) examined the effects of emerging management accounting tools on organizational decision making in Nigeria. The research work by the researchers adopted structured questionnaire to collect data while regression analysis was used to analyzed data. Their result found that traditional management accounting techniques have important influence on the choice of management accounting practices.

Normah and Rokiah, (2019) researched on the nature and characteristics of management accounting practices in Nigeria. Mailed questionnaire and interview were applied for the purpose of data collection. They analyzed their data through regression analysis. Their outcome of their result indicated that traditional management accounting like variance analysis and budgeting were widely used by the Nigerian business organization.

Ekbatani and Sangeladji (2019) researched on the relevant of management accounting techniques to organizational decision making in Nigeria. Questionnaire was adopted by the researchers to obtain data. Correlation analysis and t-test were applied by the authors to analyze data. Their results showed that no significant difference between the opinions of practitioners and educators as far as most relevant management accounting techniques are concern.

Angela (2019) researched on management accounting practices in the context of service organizations in Nigeria. Cross sectional survey was applied by the researcher to gather data. Data gathered was analyzed by quadripartite framework. The research work found that service organizations in Nigeria still rely on traditional managerial tools in the performance of the service organizations.

Phaithun (2018) studied management accounting practices of Small Medium Enterprises (SMEs) in Nigeria. The researcher obtained data through questionnaire. The data obtained was analyzed by descriptive statistics. The result of the work exhibited that traditional management accounting techniques still in use in Nigeria than the trending techniques.

Ardiansyah, Elizabeth and Wilson (2017) examined factors that may affect the adoption of emerging management accounting techniques in Nigeria. The researchers made use of questionnaire to gather data. The data gathered by them was analyzed by regression analysis. The outcome of their research work indicated that the adoption of modern management accounting techniques has significantly affect on the operations of corporate performance in Nigeria.

David, Caro and Maria (2001) examined accounting issues and practices in Nigeria. The study used structured questionnaire for data collection while regression analysis was applied to analyze the data. The finding of their result depicts that the required changes in management accounting techniques is a task that management accountants must undertake to enhance quality performance.

CAHPTER THREE

3.0 METHODOLOGY

This chapter discusses the techniques and procedure employed in data gathering and research activities. Methodology delineates the specific approach used by a researcher in obtaining data and the analysis of the data. As a result, this chapter represents the components of the research design, such as study area, population, population technique and size, sample, procedure of sampling, data source, data analysis technique, model formulation and measurement.

3.1 Research Design

The research design is the overall strategy the study adopted to integrate components of the study in a logical way. It contains the blueprint for the collection, measurement and analysis of data. The study applied causal sectional survey research design. Survey research design is considered appropriate as it suitable to obtain information from respondents concerning their views on a particular field of study.

3.2 Population

The population of the study comprised the following: Scholars who are teaching management accounting in all tertiary institutions in Ondo State; Accountants of Bursary Department of the institutions; Auditors in the Audit units in the institutions and all postgraduates' students in the institutions.

3.3 Sampling technique and Sample Size

The study used purposive sampling technique. The choice of the technique for the study becomes important as the technique selects only those who are knowledgeable and experience in the field of study. Due to the fact that it will be difficult to carry out research study on the entire population of the institutions in the State, the study resulted into sample size of three (300) respondents that actually represented the entire population of the institutions. The selection of the sample size is as broken down as follows:

164 scholars, 43 practitioners and 93 accounting students. The respondents were grouped as follows:

4 Professors, 8 Senior Lectures, 12 Lecturers I, 5 Lecturer II, 5 Accountants, 3 Auditors and 23 Postgraduate Accounting Students from Adekunle. Ajasin University, AkungbaAkoko,

3 Professors, 10 Senior Lecturers, 15 Lecturers I, 10 Lecturer II, 4 Accountants, 3 Auditors and 15 Postgraduate Accounting Students from Federal University of Technology, Akure,

2 Professors, 7 Senior Lecturers, 10 Lecturers I, 12 Lecturer II, 5 Accountants, 4 Auditors and 20 Postgraduate Accounting Students from University of Medical Science, Ondo City.

2 Chief, Lecturers, 7 Principal Lecturers, 10 Senior Lecturers, 12 Lecturer I, 2 Accountants, 2 Auditors, and 25 Accounting Students from Rufus Giwa Polytechnic, Owo.

2 Chief, Lecturers, 7 Principal Lecturers, 12 Senior Lecturers, 14 Lecturer I, 10 Accountants, 5 Auditors and 10 Accounting Students from Adeyemi College of Education, Ondo City.

3.4 Method of Data Collection

The study adopted primary source of data collection by administering structured questionnaires to the respondents to enable them form their opinions on the impact of management accounting techniques on organizational decision making in tertiary institutions in Ondo State, Nigeria.

3.5 Reliability of Research Instruments

The research instrument is considered reliable as experts in the field of study were consulted for proper guide.

3.6 Data Analysis

The analysis of data in the study was done using logistic regression. Logistic regression is used to obtain odds ratio in the presence of more than one explanatory variable.

CHAPTER FOUR

4.0 DATA PRESENTATION AND ANALYSIS

This chapter is organized into sections with section having bio data of the respondents based on gender, marital status, age, education qualification. The section two are; Relevance of Traditional Management Accounting Techniques, Difference in Traditional and Modern Management Accounting Techniques, Difference in Views of Practitioners and Scholars in the application of Modern Management Accounting Technique and Application of Traditional and Modern Management Accounting Technique by practitioners in an organization; lastly, section three look at the significant differences of organizational accounting techniques on decision making with findings. Out of 200 questionnaire copies distributed among the professional accountants only 195 copies were returned fully completed thus representing an effective response rate of 95%.

4.1 Data Presentation

Data stream for the period covered and the selected institutions are presented in Appendix 1

4.2 Data Analysis

Response on Variance Analysis Techniques (VAT) and Organizational Decision Making in Tertiary Institutions in Ondo State, Nigeria

Table 1 Variance Analysis Technique and Organizational Decision Making

		Rated Option (%)				
S/N	Variance Analysis Techniques (VAT) and Organizational Decision Making	SA	A	U	D	SD
1	Variance analysis as a technique that shows the difference between budgeted and actual helpful in decision making.	70 (23.3%)	74 (24.7%)	-	-	156 (52%)
2	The deviation between budgeted and actual through variance analysis that serve a ground for an improvement good for decision making in tertiary Institutions in Ondo State, Nigeria	109 (38.3%)	74 (24.7%)	4 (1.3%)	14 (4.7%)	99 (33%)

3	Variance analysis that is seen as a major tool for the discovering the actual cause of variation in the standard and actual helpful for decision making in tertiary Institutions in Ondo State, Nigeria.	44 (15%)	144 (48%)	-	-	111 (37%)
4	Variance analysis that helps to realize why there is a wave in the standard and actual good for decision-making in tertiary Institutions in Ondo State, Nigeria	91 (30.3%)	110 (36%)	-	-	99 (33%)

Field Work (2024)

Marginal Costing Techniques (MCT) and Organizational Decision Making In Tertiary Institutions in Ondo State, Nigeria

Table 2 Marginal Costing Technique and Organizational Decision Making

Rated Option (%)

S/N	Marginal Costing Techniques (MCT) and Organizational Decision Making	SA	A	U	D	SD
1	Marginal costing that involves in the separation of fixed and variable costs of production to determine the contribution margin of each product helpful in decision making in tertiary Institutions in Ondo State, Nigeria.	50 (16.7%)	250 (83.3%)	-	-	-
2	The information that can be used to make informed decision about pricing and production volume with the aid of marginal costing good for decision making in tertiary Institutions in Ondo State, Nigeria.	60 (20.0%)	240 (80.0%)	-	-	-
3	The examination of the benefits of activity in comparison with the additional cost that is incurred by the same activity through marginal costing helpful for decision making in tertiary Institutions in Ondo State, Nigeria.	61 (20.3%)	239 (79.7%)	-	-	-
4	The fact that marginal costing helps to identify the benefits of business activities and financial decisions good for decision making in tertiary Institutions in Ondo State, Nigeria.	86 (28.7%)	173 (57.7%)	30 (10.0%)	-	11 (3.7%)

Field Work (2024)

Table 3 Activity Based Costing and Organizational Decision Making

Rated Option (%)

S/N	Activity Based Costing Techniques (ABC) and Organizational Decision Making in Tertiary Institutions in Ondo State, Nigeria	SA	A	U	D	SD
1	The designate of the cost of each activity to all products and services based on the actual consumption that activity-based costing display helpful for decision making in tertiary Institutions in Ondo State, Nigeria.	112 (37.3%)	174 (58.0%)	3 (1%)	-	11 (3.7%)
2	Assigning more <u>indirect costs (overhead)</u> into <u>direct costs through activity based costing</u> aid decision making in tertiary Institutions in Ondo State, Nigeria	139 (46.3%)	117 (39%)	18 (6%)	-	26 (8.7%)
3	The monitoring of operations that involves tracing <u>resourcesconsumption</u> and costing final outputs by activity based costing will helps decision making in tertiary Institutions in Ondo State, Nigeria	165 (55%)	106 (35.3%)	15 (5%)	-	14 (4.7%)
4	The improvement on the unproductive product and services or total elimination achievable through activity-based costing helps decision making in tertiary Institutions in Ondo State, Nigeria.	113 (37.7%)	159 (53%)	28 (9.3%)	-	-

Field Work (2024)

Table 4 Activity Based Management and Organizational Decision Making

Rated Option (%)

S/N	Activity Based Management (ABM) and Organizational Decision Making In Tertiary Institutions in Ondo State, Nigeria	SA	A	U	D	SD
1	Assessing and measuring operations that a business performs, using activity-based management costing to carry out a value chain analysis to ameliorate strategic	37 (12.3%)	105 (35%)	-	-	158 (52.7%)

	and operational decisions in a business organization helpful decision making in tertiary Institutions in Ondo State, Nigeria					
2	The focus of activity-based management on managing activities to scale down costs and better customer value helps decision making in tertiary Institutions in Ondo State, Nigeria	59 (19.7%)	93 (31%)	1 (0.3%)	5 (1.7%)	142 (47.3%)
3	The grouping of activity-based management into operational and strategic performance suitable for decision making in tertiary Institutions in Ondo State, Nigeria	73 (24.3%)	96 (32%)	-	-	131 (43.7%)
4	The understanding of management about product and customer profitability, cost business procedure and how to improve on quality production with the activity-based management good for decision making in tertiary Institutions in Ondo State, Nigeria.	59 (19.7%)	183 (61%)	6 (2%)	10 (3.3%)	42 (14%)

Table 5 Total Quality Management and Organizational Decision Making

Rated Option (%)

S/N	Total Quality Management (TQM) and Organizational Decision Making In Tertiary Institutions in Ondo State, Nigeria	SA	A	U	D	SD
1	The involvement of all parties in the production process that is responsible for the overall quality of the final outputs or services with the aid of total quality management helpful to organizational decision making in Nigeria	83 (27.7%)	177 (59%)	19 (6.3%)	7 (2.3%)	14 (4.7%)
2	Total quality management as a designed approach that embraces the whole organizational management system helpful to organizational decision making in Nigeria	49 (16.3%)	207 (69%)	35 (11.7%)	9 (3%)	-
3	The amelioration of the quality of an organizational' products through internal practices with the help of total quality management useful to organizational decision making in Nigeria	77 (25.7%)	183 (66%)	23 (7.7%)	14 (4.7%)	3 (1%)

4	The attribute of total quality management to check at every stages of production to ensure compliance good for organizational decision making in Nigeria	75 (25%)	174 (58%)	20 (6.7%)	20 (6.7%)	11 (3.7%)
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Field Work (2024)

Table 6 Balance Scorecard and Organizational Decision Making

Rated Option (%)

S/N	Balance Scorecard Techniques (BST) and Organizational Decision Making in Tertiary Institutions in Ondo State, Nigeria	SA	A	U	D	SD
1	Balanced scorecard as a structured information that is used by business managers to track the implementation of activities helpful to organizational decision making in Nigeria	46 (15.3%)	197 (65.7%)	45 (15%)	12 (4%)	-
2	The concern of balanced scorecard to denotes performance management report that is used by management aids organizational decision making in Nigeria	104 (34.7%)	157 (52.3%)	18 (6%)	15 (5%)	6 (2%)
3	The pool of information into a single report rather than having multiple tools that could be misleading through balance scorecard helpful to organizational decision making in Nigeria	94 (31.3%)	139 (46.3%)	15 (5%)	30 (10%)	22 (7.3%)
4	The selection of data by observers and the guaranty that the data is consistent with the ability of the observers to intervene helpful to organizational decision making in Nigeria	89 (29.7%)	174 (58%)	12 (4%)	11 (3.7%)	14 (4.7%)

Field Work (2024)

Testing of Hypotheses

H01: variance analysis technique (VAT) has no significant relevant on organizational decision making in tertiary institutions in Ondo State, Nigeria.

Contingency Table for Hosmer and Lemeshow Test for Hypothesis One

Table 7 Test for Hypothesis 1

		Organizational Decision Making = No		Organizational Decision Making = Yes		Total
		Observed	Expected	Observed	Expected	
Step 1	1	9	14.745	13	7.255	22
	2	29	28.624	15	15.376	44
	3	10	13.211	16	12.789	26
	4	40	26.187	25	38.813	65
	5	8	5.827	8	10.173	16
	6	3	6.110	26	22.890	29
	7	11	12.968	55	53.032	66
	8	2	4.327	30	27.673	32

Sources: SPSS V' 26

H02: marginal costing technique (MCT) has no effect in organizational decision making in tertiary institutions in Ondo State, Nigeria

Contingency Table for Hosmer and Lemeshow Test for Hypothesis Two

Table 12 Contingency Table for Hypothesis 2

		Organizational Decision Making = No		Organizational Decision Making = Yes		Total
		Observed	Expected	Observed	Expected	
Step 1	1	10	11.300	7	5.700	17
	2	31	37.394	27	20.606	58
	3	13	12.239	15	15.761	28
	4	40	26.227	26	39.773	66
	5	8	7.327	24	24.673	32
	6	9	15.658	72	65.342	81
	7	1	1.855	17	16.145	18

Sources: SPSS V' 26

H03: activity-based costing (ABC) technique has no relevance effect in organizational decision making in tertiary institutions in Ondo State, Nigeria.

Table 17: Contingency Table for Hosmer and Lemeshow Test for Hypothesis Three

		Organizational Decision		Organizational Decision		Total
		Making = No		Making = Yes		
		Observed	Expected	Observed	Expected	
Step 1	1	10	16.407	15	8.593	25
	2	25	23.327	11	12.673	36
	3	7	10.746	10	6.254	17
	4	20	13.144	12	18.856	32
	5	26	18.890	21	28.110	47
	6	8	6.152	8	9.848	16
	7	3	6.491	29	25.509	32
	8	8	11.229	49	45.771	57
	9	5	5.614	33	32.386	38

Sources: SPSS V' 26

H04: activity-based management (ABM) technique has no significant effect on organizational decision making in tertiary institutions in Ondo State, Nigeria.

Table 22: Contingency Table for Hosmer and Lemeshow Test for Hypothesis Four

		Organizational Decision		Organizational Decision		Total
		Making = No		Making = Yes		
		Observed	Expected	Observed	Expected	
Step 1	1	32	26.791	6	11.209	38
	2	10	22.419	30	17.581	40
	3	8	13.249	19	13.751	27
	4	25	19.785	20	25.215	45
	5	21	7.214	2	15.786	23
	6	0	6.474	26	19.526	26
	7	13	9.992	34	37.008	47
	8	3	5.301	36	33.699	39
	9	0	.775	15	14.225	15

Sources: SPSS V’ 26

H05: total quality management (TQM) technique has no effect on organizational decision making in tertiary institutions in Ondo State, Nigeria.

Table 27: Contingency Table for Hosmer and Lemeshow Test for Hypothesis Five

		Organizational Making = No		Organizational Making = Yes		Total
		Observed	Expected	Observed	Expected	
Step 1	1	28	28.957	10	9.043	38
	2	8	13.147	13	7.853	21
	3	22	13.641	4	12.359	26
	4	10	18.461	26	17.539	36
	5	6	5.474	9	9.526	15
	6	10	10.172	26	25.828	36
	7	26	13.651	24	36.349	50
	8	2	.623	2	3.377	4
	9	0	7.874	74	66.126	74

Sources: SPSS V’ 26

H06: balance scorecard technique (BSC) has no significant impact on organizational decision making in tertiary institutions in Ondo State, Nigeria.

Table 31: Contingency Table for Hosmer and Lemeshow Test for Hypothesis Six

		Organizational Making = No		Organizational Making = Yes		Total
		Observed	Expected	Observed	Expected	
Step 1	1	13	15.387	9	6.613	22
	2	21	27.100	21	14.900	42
	3	21	17.402	14	17.598	35
	4	2	1.860	2	2.140	4
	5	28	22.669	26	31.331	54
	6	16	10.149	18	23.851	34

7	7	9.196	34	31.804	41
8	3	1.912	9	10.088	12
9	1	4.713	38	34.287	39
10	0	1.611	17	15.389	17

Sources: SPSS V’ 26

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