
The Impact of Accounting Information on Strategic Decision Making: Evidence from Cooperative in Kirtipur Municipality, Kathmandu, Nepal

Tribhuvan Kumar Mahataman* 

DOI: <https://doi.org/10.3126/jnbs.v17i1.75268>

Received on 11 September 2024

Accepted on 2 December 2024

ABSTRACT

Businesses and cooperatives both sectors utilize accounting information for strategic decision-making. Accounting information makes it easy for managers for managerial and operational decision making in cooperatives. The article examines how accounting information affects strategic decision-making in Kirtipur cooperatives. Accounting information plays an important role in sustainable and wise decision-making for cooperatives. The study attempts to provide insightful information on how accounting information influences strategic decisions. Rational strategic decisions can save cooperatives from the present financial and managerial crisis. This research is quantitative and follows a deductive approach. The data is collected field survey based on convenience sampling. SPSS was used to process the raw data that had been gathered. The data has been analyzed and the resultant hypothesis validated using regression analysis, correlation, and descriptive statistics. The data was collected from 60 usable questionnaires returned from respondents. The total population of the study is 96. The first-hand data was gathered using a standardized questionnaire with 5-point Likert scale items. The study indicates that accounting information has played a critical role in strategic decision-making in Kirtipur cooperatives. Because the p-value is 0.000, which is less than 1 percent level of significance. So, the ANOVA table indicates that the model is fitted. There is a significant impact of accounting information on strategic decision-making. Therefore, cooperatives in Nepal can improve managerial and operational decision-making.

Keywords: Accounting, cooperative, decision-making, information, strategic decision

1. INTRODUCTION

The area is chosen for this study's focus: strategic decision-making. The accounting information is used for business strategic decisions. Without accounting information, the service and manufacturing sectors cannot make strategic decisions. Strategic decision is allocating the resource and decision to accomplishing long-term objective. Such decisions are often made by the top levels of management (Eugenia & Tiberiu, 2013).

Senior management of a firm can make strategic decisions, which are mostly connected with developing new goods, exploring untapped markets, or using cutting-edge resources and

* Mr. Mahataman is an Assistant Professor at Shahid Smarak College, Tribhuvan University, Email: tribhuvanmahataman@gmail.com

technology. Each business organization wants to establish a place with the strategy in the industry (Ciemleja & Lace, 2011; Mihaylova & Papazov, 2015).

An important consideration in managerial decision-making is accurate and efficient accounting information (Tunji & Trimisiu, 2012). The decisions that most significantly affect an organization's long-term goals and course of action are the most notable. We call these decisions "strategic choices." The company's financial statements serve as the main means of communicating financial information to both internal and external users, each of whom has a distinct interest in and need for knowledge regarding the firm's financial status, changes to it, performance, and resource management. The government and its institutions (tax policy determination and statistical indicator computation), the employees (enterprise stability and profitability), the investors (transaction risk and return on investment), the customers and suppliers (business continuity), and the financial creditors (company liquidity and solvency) (Citroen, 2011).

Accounting and financial data provides the most significant categories of information that are frequently employed in managerial decisions (Royae et al., 2012). A manager must have access to a large amount of trustworthy accounting data in order to succeed in the modern economy (Miko, 1998). Managerial decisions are typically based on economic data, especially financial and accounting data, both in the short and long term. When making any decision, these facts are most useful of all the other considerations (Royae et al., 2012).

A strategic decision is one of the most important for an organization, it determines the objectives and course of long-term business development. These kinds of judgments are essentially decided by top management. They make decisions on corporate strategy, organizational structure, yearly and long-term business plans, and other issues related to the company's future. The strategic decision maker bears a great deal of responsibility because a bad choice might have significant negative impacts on the company (Sikavica et al., 1994).

Kirtipur is a growing city on a ride in the Kathmandu Valley, about 5 km southwest of Kathmandu. Its history and culture are rich despite its age. Higher education is not just attracted by its historical magnificence (KC et al., 2024). The indigenous Newar people, who are renowned for their unique culture and manner of life, have dominated the historic city of Kirtipur for a long time. It was declared a municipality in 1997 under the Municipality Act 1983 by merging eight nearby village development committees (VDCs): Palifal, Layaku, Bahirigaun, Chithubihar, Champadevi, Bishnudevi, Balkumari, and Chovar (ICIMOD, 2003).

It was initially established with 19 wards, but following the successful local, regional, and national elections in 2017, the number of wards was reduced to 10. Towns and rural municipalities, which have more local authority and jurisdiction, are the main government executing entities under the new federal system (Maharjan et al., 2019).

History claims that Kiripur is a historical location. The majority of the land was utilized for agriculture in the past. Causes of Tribhuvan University, Kirtipur is growing as a center for business and education. There were autonomous group of individuals united voluntarily to promote economic, social, cultural, and regional development. The establishment of the 2048 Cooperative Act followed the 2046 B.S. movement. In Kirtipur, Chovar, in 2051 B.S., the first cooperative, Pragtishil Saving and Credit Cooperative Ltd., was founded under the eighth plan. In Kirtipur, Samal, a second cooperative, Kipu Saving and Credit Co-operative Ltd., was founded in

2054 B.S. In Kirtipur Municipality, there are still 96 co-operatives despite the movement of 2062/2063 and several recessions. A few of them are at the district and province levels (Mahataman, 2024).

Germany is the country where the first cooperative credit and savings organizations were established (Aschhoff, 1982). The modern cooperative movement in Nepal got its start in 1956 as part of the relief efforts after the Rapti Valley floods. The Bakhanpur Saving and Credit Cooperative is regarded as Nepal's first modern cooperative, together with seventeen other businesses. But the Land Mortgage Bank and Cooperative Society, Nepal's first cooperative, closed its doors in 2005 (Pokhrel, 1998; Paudel, 2022; Ramkishen, 2009).

Informal community-based cooperatives, such as Dhikuti, Parma, and Dharma Bhakari, have a long cultural history in Nepal. In reaction to the effects of the industrial revolution and the growing economic system, the cooperative movement first appeared in Europe in the 19th century. It addressed shared economic, social, and cultural concerns through a cooperatively owned and democratically run business (Neupane, 2021). A cooperative is an autonomous group of individuals who have united voluntarily to address their shared social, cultural, and economic needs and goals through a democratically run, jointly owned business. In addition to providing excellent jobs for 280 million people globally, or 10 percent of the workforce, cooperatives provide long-term economic growth (International Cooperative Alliance, 2022).

Cooperatives are superior organizational structures that strive to better the social and economic circumstances of its members. They have admirable purposes and aims. Worldwide, this kind of organization is seen as significant. For instance, agricultural cooperatives play a significant role in European farming, making up 40 percent to 60 percent of agricultural commerce and serving as important spokespersons for rural reality (Ajates, 2020). According to Anund Vogel et al., (2016), almost 50 percent of all multifamily buildings in Sweden are owned and operated as "housing cooperatives," or cooperative forms of ownership and management.

By their very nature, cooperatives are sustainable, democratic business models that have shown remarkably resilient in the face of financial and economic crises linked to COVID-19. For instance, housing cooperatives proved their capacity to advance the welfare of those in need and, more generally, the communities in which they functioned throughout the 1.5 years of the COVID-19 epidemic (Zapata, 2021). Moreover, agricultural cooperatives allow small farmers to share risks, obtain market access, and invest in their operations, according to the United Nations (2021). The efforts supported by consumer cooperatives in Italy are motivated by social networking and solidarity. These cooperatives saw an increase in sales during the pandemic months and decided to donate their revenues to nearby community cooperatives (Billiet et al., 2021).

Accurate accounting data is crucial for cooperatives to make strategic decisions in competitive markets, as inaccurate data can negatively impact managers' decisions. (Paudel, 2022b; Ramkishen, 2009). Cooperative enterprises' strategic decision-making relies on unique socio-economic contexts, democratic governance, and collective ownership, requiring accurate accounting information for long-term success and viability. (Neupane, 2021; Pokhrel, 1998). The study explores the relationship between accounting information and strategic decision-making in cooperatives in Kirtipur Municipality, Nepal, highlighting the importance of robust accounting systems for operational efficiency and sustainability, highlighting the need for better

understanding. A hypothesis is a well-informed estimate or speculative explanation supported by data, essential in the scientific method. Evidence can confirm or refute hypotheses, inspiring new theories or research. Accounting information significantly impacts strategic decision-making.

2. REVIEW OF LITERATURE

2.1 Accounting Information

The fact that not many research has looked at how AI affects strategic decision making. Few research has been done on AI in general, as was previously noted, but several have been done on strategic decisions, disclose capital investments, market research, budget creation, customer satisfaction surveys, future business estimation, and performance analysis in particular, either as the independent or dependent variable.

For managers to make decisions, accounting data must be efficient and accurate (Tunji & Trimisiu, 2012). The goals of accounting information are to enable users make c made by the firm on time, and support management decision-making. Effective capital allocation and investment decisions require high-quality financial information (Bushman & Smith, 2001; Nouha, 2020). Accounting information systems are crucial for managers looking to gain a competitive edge in the face of stricter standards, increasing consumer and business owner knowledge, and rapid technology innovation (Gofwan, 2022).

Diversification of a company's business necessitates strategic actions and sufficient information. Reporting and presentation depend on planned objectives, organizational structure, and product variety. Management information is primarily focused on strategic business units, which are now replaced by "operating segments" in accounting literature. The term "strategic business unit" is used for financial reporting purposes and endorsed by International Financial Reporting Standard – Operating Segments (European Commission, 2007).

Accounting data is essential for market research, budget creation, customer satisfaction surveys, future business estimation, and performance analysis. It is crucial for setting prices since it guarantees profitability and consumer attractiveness. Accounting information systems for cooperatives and enterprises are the main topic of the study. Better contracts and oversight reduce the likelihood of moral hazard and adverse selection, avoid under- and overinvestment, and boost the efficiency of capital allocation at the company level (Nouha, 2020).

Accounting data may offer a reliable basis for financial choices like pricing and market expansion when operating small businesses (Noor, 2017). A relationship between accounting data and strategic decisions has been found in economic research; most of these studies highlight the significance of accounting information from accounting management and downplay its relevance from financial accounting. Economists started to support the use of financial accounting in strategic decision-making as it developed. Algeria created a financial accounting system in order to generate data that was qualitatively meaningful for strategic choices. The purpose of this research is to ascertain how much accounting information from financial statements is utilized by Algerian businesses (Belkharchach et al., 2018).

Accounting guarantees numerical data, predominantly financial, that is employed in corporate decision-making processes (Vitasović, 2012). The goal of financial data is to supply decision-making inputs. According to Kimmel et al. (2011), accounting is the information system

that recognizes, documents, and disseminates to interested parties the economic events of an organization.

Managers use management accounting to monitor, evaluate, and report both financial and non-financial data in order to make choices that will assist the organization achieve its objectives. Information from management accounting is used by managers to create, explain, and carry out strategies. In addition, they use management accounting data to assess performance and coordinate choices about product design, production, and marketing (Horngren et al., 2012).

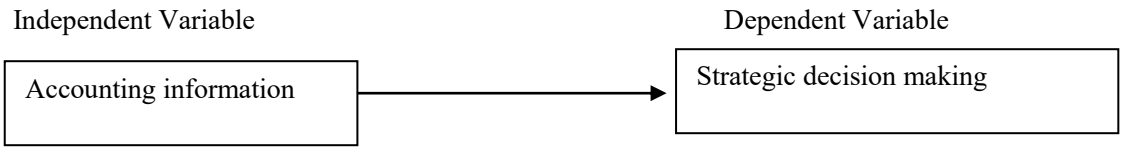
2.2 Strategic Decision-Making

The fact that not many research has looked at strategic decision making. Few research has been done on strategic decision making in general, as was previously noted, but several have been done on primary decision-making process employed at the company, involve strategic positioning, future business estimation, and performance analysis, long-term viability, continuously innovate, and immediately earn money in order to compete in the market either as the independent or dependent variable. Decision refers to the process of making decisions, which are studied by various academic disciplines such as statistics, mathematics, sociology, psychology, economics, and political science, as people make decisions consciously or unconsciously.

Making decisions is one of a manager's most important responsibilities in any form of organization. Managers make many decisions, and one of the hardest processes to completely understand before putting into practice is strategic decision-making. Strategic decision-makers are faced with an extremely challenging and unclear task (Soumia & Ali, 2018). Strategic decisions are considered indicative of the primary decision-making process employed at the company, involve strategic positioning, have substantial stakes, and involve many of the firm's functions. (Eisenhardt, 1989).

Businesses must reevaluate their decision-making processes in light of the substantial shift in consumer perception signaled by the introduction of the sustainability concept. Businesses nowadays must ensure long-term viability, continuously innovate, and immediately earn money in order to compete in the market. This Context calls into question the decision-makers' existing methods of thinking and jeopardizes the function accounting information plays in decision-making (Porto et al., 2021). Actually, accounting is unquestionably an essential component of business information systems. Accounting is generally viewed in commercial organizations as a means of supplying data for decision-making (Hayes, 1977).

A decision is an option selected from a range of possible actions. A decision process culminates in a choice. The term "decision" might relate to decision theory, decision-making procedures, or decision-supporting-instruments. Just like they speak, people make decisions all the time, consciously or unconsciously. Therefore, it should come as no surprise that a wide range of academic disciplines, including statistics, mathematics, sociology, psychology, economics, and political science, all study decision-making. Numerous disciplinary and philosophical perspectives are used to address the study of decision-making (Porto et al., 2021).

Figure 1*Conceptual Framework***3. METHODS**

The precise processes and methods used by researchers to gather, examine, and evaluate data are referred to as research methodologies. The type of phenomena being examined, the goals of the study, and the research question all influence the choice of research methodologies. The study aims to investigate how accounting information influences strategic decision making in cooperatives in Kirtipur.

Deductive reasoning is utilized in conjunction with a descriptive, and causal research design in the studies to accomplish the goals of the investigation. This study's is appropriate because it provides an organized description of how the accounting information system affects strategic decision making. The approach was selected because it made it easier to record, analyze, and interpret the survey's conditions, prevalent practices, beliefs, attitudes, and ongoing processes (Ndagi, 1984).

Determining the influence of accounting data on strategic decision making in Kirtipur cooperatives is beneficial. Because they produced greater results, all varieties of cooperatives were chosen. The Kirtipur municipality's cooperative department reports that there are ninety-six cooperative businesses in the city. According to Jawad (2023), 38 sample size was used the topic of accounting information systems (AIS) and their effect on strategic decision-making. So, the sample size 60 respondents were chosen using an individual technique out of 90 respondents. Babbie (2004), states that a response rate of fifty percent is acceptable, sixty percent is good, and more than seventy percent is excellent analysis and expression. The sample size formula is used to calculate the sample size. The formula states that the sample size is 49. The sample size of 60 seems adequate.

$$n = \frac{N}{1+N(e)^2} = \frac{96}{1+96(0.01)^2} = 49$$

The investigator employed primary sources of information. Convenience sampling and a structured questionnaire are used to get the primary data. The research sample was limited to manager and chairman of cooperative in the Kirtipur Municipality. The researcher chose to concentrate their analysis on the Kirtipur municipality because of time constraints, the prevalence of cooperative organizations, financial and budgetary constraints, and different commercial ventures located in Kirtipur. Eleven items total with five rating criteria were included in the questionnaires: strongly disagree (SD), disagree (D), neither disagree nor agree (N), agree (A), and strongly agree (SA).

There were three portions to the questions. A segment containing demographic data is followed by a part containing an independent variable and a section containing a dependent variable. With the use of the Statistical Package for Social Science, the data were examined and prepared for further study (SPSS). According to Kurniawati and Siahaan's (2021) study, answers

falling between 1.00 and 1.80 are considered extremely low, 1.81 and 2.00 as low, 2.61 and 3.40 as sufficient, 3.41 and 4.20 as high, and responses falling between 4.21 and 5.00 as extremely high.

4. RESULTS AND ANALYSIS

Analysis and results are essential parts of scientific study. Results are information gathered by observation or experimentation; they may be quantitative in nature. Finding patterns, trends, and links in the data, organizing and summarizing it, and formulating conclusions based on supporting evidence are all part of the analysis process. The analysis stage assesses the hypothesis, investigates the research issue, and makes deductions based on the information gathered. In addition to pointing out strengths and weaknesses, evaluating the validity and trustworthiness of the data, and formulating new theories or hypotheses, analysis aids in the development of meaningful findings and precise forecasts. In the end, valid and trustworthy findings need impartial interpretation of the data, free from subjectivity and personal prejudice (Friedman, 2012).

Table 1
Profile of Respondents

Variables	Frequency	Percentage (%)
<i>Post</i>		
Chairman	16	26.67
Manager	44	73.33
<i>Experience</i>		
1-10	35	58.33
11 above	25	41.67
<i>Training</i>		
Accounting	38	63.33
None	22	36.67
<i>Marital status</i>		
Single	8	13.33
Married	52	86.67
<i>Level of education</i>		
+2	1	1.7
Bachelor	30	50
Master	28	46.6
M. Phill	1	1.7
<i>Age</i>		
Below 30	18	30
Between 31-45	25	41.7
Above 46	17	28.3
Total	60	100

Note. Field Survey, 2024.

The information presented in Table 1 provided presents details about the respondents' positions, backgrounds, levels of education, training, marital status, and age distribution, among other demographic characteristics. Understanding the respondents' viewpoints and histories, which may influence their responses and insights in the study, is significantly enhanced by these demographic data. According to the statistics, 16 (26.67%) of the respondents are chairpersons,

while 44(73.33%) are managers. In terms of experience, 25(41.67%) have 11 or more years of experience, compared to 35(58.33%) who have between 1 and 10 years of experience. Regarding training, 38(63.33%) of respondents have completed accounting training, while 22(36.67%) have not. A majority of the respondents 52(86.67%) are married, with 8(13.33%) being single. Educationally, 1(1.7%) have completed their +2 education, 30(50%) hold a bachelor's degree, 28(46.6%) have earned a master's degree, and 1(1.7%) have completed an M.Phil. Age-wise, 18(30%) of the respondents are under 30 years old, 25(41.7%) are between the ages of 31 and 45, and 17(28.3%) are over 46 years old.

4.1 Reliability Analysis

To verify that the variables are consistent, a reliability test is necessary. As per Hair et al. (2006), a scale may only be considered reliable if respondents consistently provide answers to the closely related questions. According to Helms et al. (2006), scales are considered reliable if each of their Cronbach's Alpha scores is more than 0.7. Cronbach's Alpha for the internal consistency of the study's variables has been computed in order to assess the instruments' dependability.

Table 2

Reliability Result

Variable	Items	Cronbach's Alpha
Accounting information AI	6	.725
Strategic decision-making SD	5	.730

Note. Field Survey, 2024.

The surveys' reliability has been assessed before any data is gathered or processed. As summed scales are all greater than 0.7 Cronbach's Alpha, they may be confidently utilized for further investigation. They are much higher than what experts recommend as cutoff points.

Table 3

Status of Strategic Decision Making

Strategic decision making		Mean	SD
SD1	You use accounting information in Corporate Vision related decisions.	3.72	0.97
SD2	You use accounting information in Corporate Objectives related decisions.	3.76	0.98
SD3	You use accounting information in Corporate Growth Strategies related decisions	4.10	0.96
SD4	You use accounting information in Geographic domain and Business Unit Composition related decisions	3.89	0.95
SD5	You use accounting information in Core competencies and competitive advantage related decisions.	3.80	0.98

Note. Field Survey, 2024.

All of the means displayed in the table exceed the value of 3. The mean values suggest that respondents generally agree with the importance of accounting information in all five strategic decision-making areas, with the highest mean (4.10) associated with corporate growth strategy decisions. The standard deviations, ranging from 0.95 to 0.98, indicate moderate variability in respondents' answers, showing that while there is agreement, there is still some

difference in how strongly individuals perceive the role of accounting information in these decision areas.

Table 4

Status of Accounting Information

	Accounting information	Mean	SD
AI1	Accounting training increases knowledge about the process of recording transactions	3.62	0.95
AI2	Accounting knowledge supports to understand the benefits and functions of accounting	3.86	0.96
AI3	The cash flow statements are used in making investment decision	4.12	0.94
AI4	The Information available from annual financial statements (balance sheet and income statement) are usually used in business decision making process	3.88	0.93
AI5	The techniques of financial statements analysis are used for evaluating financial position and business efficiency.	3.82	0.97
AI6	The financial ratios would increase the business decision-making process.	3.58	0.92

Note. Field Survey, 2024.

All of the means displayed in the table exceed the value of 3. The mean values suggest that respondents generally agree with the importance of accounting information in all five strategic decision-making areas, with the highest mean (4.10) associated with corporate investment decisions. The standard deviations, ranging from 0.95 to 0.98, indicate moderate variability in respondents' answers, showing that while there is agreement, there is still some difference in how strongly individuals perceive the role of accounting information in these decision areas.

4.2 Correlation Analysis

Correlation measures the strength and direction of the linear relationship between two quantitative variables. It quantifies how much one variable change when the other changes. The correlation coefficient, often denoted as *r* ranges from -1 to +1 (Hair et al., 2006).

Table 5

Relationship between Accounting information and Strategic Decision

Variables	Correlation	SD_SUM	AI_SUM
SD_SUM	Pearson correlation	1	0.491**
	Sig		0.000
AI_SUM	Pearson correlation	0.491**	1
	Sig	0.000	

There is a statistically significant moderate positive correlation ($r = 0.491$) between the use of accounting information and strategic decision-making. This suggests that organizations that use accounting information extensively tend to engage more in strategic decision-making

processes. This relationship is highly significant ($p = 0.000$), reinforcing the importance of accounting data in making informed strategic decisions.

4.3 Effect of Independent Variables on Dependent Variables

Table 6 exhibits the impact of accounting information on strategic decision making. The model summary, beta coefficients and t value with significance have been presented to demonstrate the impact.

Table 6

Impact of Accounting Information on Strategic Decision Making

	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
	β	Std. Error	β		
(Constant)	4.653	3.397		1.369	.176
AI_SUM	.563	.131	.491	4.291	.000
R square		0.241			
Adjusted R Square		0.228			
F-stat		18.412			
p-value		0.00			

For AI_SUM, the unstandardized coefficient (B) is 0.563. This indicates that the dependent variable (SD_SUM) increases by 0.563 units for every unit rise in AI_SUM. Whereas the standardized coefficient offers a consistent metric for comparing different variables, the unstandardized coefficient gives a precise assessment of the change in the strategic decision. Since the VIF number is less than 5, multicollinearity is not an issue. In academic research on strategic-related themes, R2 values of 0.75, 0.50, and 0.25 may be approximately classified as strong, moderate, and weak (Sarstedt & Mooi, 2018). The R Square and Adjusted R Square values indicate that the model explains a considerable amount of variance in the investment choice. The fitted model is presented in the table above. The R Square value of 24.1% suggests a weak degree of explanation for the variability in strategic decision-making. According to the ANOVA table, the regression model, which includes accounting information (AI_SUM) as a predictor, is highly significant and suitable for predicting the impact of accounting information on strategic decisions. The p-value is less than 0.001 ($p = 0.000$), supporting the conclusion that the model is statistically significant and that the null hypothesis is rejected.

5. DISCUSSION

A crucial tool for making strategic decisions is accounting information. According to demographic result (73.33%) majority of cooperatives in Kirtipur handle by expert manpower. Majority of respondent have 1 to 10 years working experience, it indicates that cooperatives are operated by young and energetic man power. The cooperatives are operated by skillful manpower. Because 63.33% respondent took accounting related training. Majority of cooperatives are operated academic as well as professional sound manpower. The result of Cronbach alpha indicates that summated scales are reliable for the further analysis

The mean values suggest that respondents generally agree with the importance of accounting information and strategic decision making. Accounting data has a positively influence

on strategic decision-making. The accounting information and strategic decision making have moderate positive correlation. It indicates that strategic decision making in cooperatives depends the reliability of accounting information. According to Kariyawasam, study findings also demonstrated that businesses in the industry use accounting information systems as their main tool for strategic decision-making, followed by decisions about the long-term strategic direction of the business and decisions about strategic decisions pertaining to human resources.

The R Square value of 24.1 percent suggests a weak degree of explanation for the variability in strategic decision-making. According to the ANOVA table, the regression model, which includes accounting information (AI_SUM) as a predictor, is highly significant and suitable for predicting the impact of accounting information on strategic decisions. According to the study, accounting data has a big influence on the cooperative in Kirtipur's strategic choices. The majority of respondents knew that accounting data was used to guide strategic choices. Accounting data was used by decision makers for the company's vision, goals, expansion, geographic area, business unit makeup, key competencies, and strategy linked to competitive advantage. Analysis of the replies revealed that 83 percent of respondents believed that accounting data should always be utilized to make strategic decisions. This finding is in line with the prior research results (Hodari, 2021; Kariyawasam, 2017; Mihaylova & Papazov, 2018b; Nouha, 2020; Ullah et al., 2014). The study evaluates the influence of accounting information on strategic decision-making within co-operatives, emphasizing their crucial role in administration and strategic planner. This finding is supported by Jawad (2023).

6. CONCLUSION

The study highlights the importance of accounting information in shaping strategic decision-making processes within cooperatives in Kirtipur Municipality. While accounting information plays a significant role, the findings suggest that it is not the sole determinant, indicating the presence of other influential factors. This indicates the need for a more comprehensive approach to understanding and improving decision-making processes in cooperatives. The findings have both practical and theoretical implications. Practically, cooperative managers should be trained to effectively use accounting information systems to make data-driven decisions. Policymakers and cooperative stakeholders are encouraged to strengthen accounting practices and systems to enhance decision-making processes, thereby promoting transparency, accountability, and sustainable growth. Theoretically, the study contributes to the understanding of how accounting information supports strategic decision-making in cooperative organizations, providing a foundation for further research in this area.

ORCID iD

Tribhuvan Kumar Mahataman <https://orcid.org/0009-0001-0145-3103>

REFERENCES

- Ajates, R. (2020). An integrated conceptual framework for the study of agricultural cooperatives: From depolarization to cooperative sustainability. *Journal of Rural Studies*, 78, 467–479. <https://doi.org/10.1016/j.jrurstud.2020.06.019>

- Anund Vogel, J., Lind, H., & Lundqvist, P. (2016). Who is governing the commons: Studying Swedish housing cooperatives. *Housing Theory and Society*, 33(4), 424–444. <https://doi.org/10.1080/14036096.2016.1186730>
- Aschhoff, G. (1982). The banking principles of Hermann Schulze-Delitzsch and Friedrich Wilhelm Raiffeisen. In *Springer eBooks* (19–41). https://doi.org/10.1007/978-3-642-68792-1_2
- Babbie, E. (2004). *The practice of social research*. Thomson Wadsworth.
- Belkharbach, S., Elayadi, H., Ighachane, H., Sebti, S. M., Ali, M. A., & Lazrek, H. B. (2018). P-Toluenesulfonic acid coated natural phosphate as an efficient catalyst for the synthesis of 2-substituted benzimidazole. *Journal of Chemical Research*, 42(12), 614–617. <https://doi.org/10.3184/174751918x15420201703363>
- Billiet, A., Dufays, F., Friedel, S., & Staessens, M. (2021). The resilience of the cooperative model: How do cooperatives deal with the COVID-19 crisis? *Strategic Change*, 30(2), 99–108. <https://doi.org/10.1002/jsc.2393>
- Bushman, R. M., & Smith, A. J. (2001). Financial accounting information and corporate governance. *Journal of Accounting and Economics*, 32(3), 237–333. [https://doi.org/10.1016/s0165-4101\(01\)00027-1](https://doi.org/10.1016/s0165-4101(01)00027-1)
- Caruntu, C. F., & Lăpăduși, M. L. (2011). Mitigation of the crisis effects in public authorities and institutions from county Gorj. *Annals of the University of Petrosani: Economics*, 11, 43–50.
- Ciemleja, G., & Lace, N. (2011). The model of sustainable performance of small and medium-sized enterprises. *Engineering Economics*, 22(5), 512–519. <https://doi.org/10.5755/j01.ee.22.5.968>
- Citroen, C. L. (2011). The role of information in strategic decision-making. *International Journal of Information Management*, 31(6), 493–501. <https://doi.org/10.1016/j.ijinfomgt.2011.02.005>
- Eisenhardt, K. M. (1989). Agency theory: An assessment and review. *The Academy of Management Review*, 14(1), 57. <https://doi.org/10.2307/258191>
- Eugenia, I., & Tiberiu, S. (2013). Accounting information for strategic decisions. *Educational Research International*, 1(1), 92–93. <https://savap.org.pk>
- European Commission. (2007). *Economic & financial affairs*. https://ec.europa.eu/info/business-economy-euro/economic-and-financial-affairs_en
- Friedman, D. A. (2012). How to collect and analyze qualitative data. In A. Mackey & S. M. Gass (Eds.), *Research methods in second language acquisition: A practical guide* (180–200). Blackwell Publishing Ltd. <https://doi.org/10.1002/9781444347340.ch10> Gray, C. S. (1996).
- Gofwan, H. (2022). Effect of accounting information system on financial performance of firms: A review of literature. Department of Accounting (Bingham University)-2nd Departmental Seminar Series with the Theme–History of Accounting Thoughts: A Methodological Approach.

- Hair, J., Black, W., Babin, B., Anderson, R., & Tatham, R. (2006). *Multivariate data analysis* (6th ed.). Pearson Prentice Hall.
- Hayes, B. (1977). Evolution of cognitive structures and processes. *Psychological Review*, *84*(3), 260–278. <https://doi.org/10.1037/0033-295x.84.3.260>
- Helms, J. E., Henze, K. T., Sass, T. L., & Mifsud, V. A. (2006). Testing Cronbach's alpha reliability coefficients as data in counseling research. *The Counseling Psychologist*, *35*(4), 630–660. <https://doi.org/10.1177/0011000005285290>
- Hodari, J. (2021). Assessment of the role of accounting information on effective investment decision: The case of Banque Populaire du Rwanda Atlas Mara. *European Journal of Management and Marketing Studies*, *6*(3). <https://doi.org/10.46827/ejmms.v6i3.1135>
- Horngren, C. T., Datar, S. M., & Rajan, M. V. (2012). *Cost accounting: A managerial emphasis* (14th ed.). Pearson Education, Inc. <https://doi.org/10.9734/ajeba/2022/v22i1430621>
- International Centre for Integrated Mountain Development (ICIMOD). (2003). *GIS for municipal planning: A case study from Kirtipur Municipality*. Mountain Environment and Natural Resources Information Systems (MENRIS).
- International Cooperative Alliance. (2022). *Cooperative growth for the 21st century*. International Cooperative Alliance.
- Jawad, M. M. (2023). Accounting information systems (AIS) and their effect on strategic decision-making. *Technium Social Sciences Journal*, *47*, 218–229. <https://doi.org/10.47577/tssj.v47i1.9389>
- Kariyawasam, H. (2017). The use of accounting information systems as a tool in strategic decision-making: Evidence from the Sri Lankan accommodation industry. *International Journal of Scientific Research and Innovative Technology*, *4*(10), 151–159.
- KC, S., Maharjan, B., & Maharjan, R. (2024). Factors affecting students on enrollment in higher educational institutions (HEIs). *Shahid Kirti Multidisciplinary Journal*, *2*(2), 1–17. <https://doi.org/10.3126/skmj.v2i2.62491>
- Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. (2011). *Accounting tools for business decision making* (4th ed.). John Wiley & Sons, Inc.
- Kurniawati, I., & Siahaan, E. (2021). Influence of creativity, self-efficacy, and social skills toward performance of banking employees. *Journal of Management Analytical and Solution*, *1*(2), 80–96.
- Maharjan, S. K., Maharjan, K. L., & Dangol, D. R. (2019). Local level socio-economic impacts and responses to the earthquakes of 2015: A case of Kirtipur Municipality. *International Journal of Social Sciences and Management*, *6*(1), 17–27. <https://doi.org/10.3126/ijssm.v6i1.22563>
- Mahataman, T. K. (2024). Role of accounting information in decision making in cooperatives in Kirtipur Municipality, Kathmandu. *Cognition*, *6*(1), 133–146. <https://doi.org/10.3126/cognition.v6i1.64457>

- Mihaylova, L., & Papazov, E. (2015). Organization of the management accounting information in the context of the corporate strategy. *Procedia - Social and Behavioral Sciences*, 1, 309–313.
- Mihaylova, L., & Papazov, E. (2018). Using accounting information for strategic decision-making in a multi-segmented company. *Copernican Journal of Finance & Accounting*, 7(1), 21.... <https://doi.org/10.12775/cjfa.2018.002>
- Miko, L. (1998). Accounting management information used for strategic decisions. *Original Paper*, 22(1), 52–53.
- Mitev, B. (2018). Strategic partnerships in business: Critical success factors. *Journal of the Union of Scientists - Varna, Economic Sciences Series*, 7, 203–211.
- National Planning Commission (NPC). (1962). *National Planning Commission second three-year plan 1962–1965*. Government of Nepal.
- Ndagi, J. O. (1984). *Essentials of research methodology for Nigerian education*. University Press Ltd. <https://worldcat.org/title/essentials-of-research-methodology-for-nigerian-educators>
- Neupane, M. P. (2021). Management Accounting Practices in Nepalese Co-operative Organizations. *Madhyabindu Journal*, 6(1), 28–37. <https://doi.org/10.3126/madhyabindu.v6i1.42762>
- Noor, W. N. (2017). Effect of ability to compile financial statements and motivation on the performance of SMEs in the city of Tasikmalaya. *Accounting Journal*, 12(1), 72–86.
- Nouha, K. (2020). Accounting information quality and investment decisions in the emerging markets. *Frontiers in Management and Business*, 1(1), 16–23. <https://doi.org/10.25082/fmb.2020.01.004>
- Paudel, G. P. (2022). Sixty-five years of Nepalese cooperative movement and its direction. *Asian Journal of Economics, Business and Accounting*, 22(14), 25–42. <https://doi.org/10.9734/ajeba/2022/v22i1430621>
- Pokhrel, B. B. (1998). A study of cooperative movement in Nepal [Unpublished doctoral thesis]. Bihar University.
- Porto, R. B., De Moura, A. F., Aragão, L. M., & Borges, C. P. (2021). Electoral marketing from the perspective of behavioral psychology: Effect on voters and voting in executive and legislative positions. *Brazilian Journal of Marketing*, 20(4), 422–454. <https://doi.org/10.5585/remark.v20i4.18570>
- Ramkishen, Y. (2009). *Management of cooperatives* (2nd ed.). JAICO Publishing House.
- Royace, R., Salehi, A., & Aseman, H. S. (2012). Does accounting play a significant role in managerial decision-making? *Research Journal of Business Management and Accounting*, 1(4), 57–63.
- Sarstedt, M., & Mooi, E. (2014). Regression analysis. In *Springer texts in business and economics* . https://doi.org/10.1007/978-3-642-53965-7_7
- Sikavica, K., Perrault, E., & Rehbein, K. (2018). Who do they think they are? Identity as an antecedent of social activism by institutional shareholders. *Business & Society*, 59(6), 1228–1268. <https://doi.org/10.1177/0007650318762752>

- Soumia, F. S., & Ali, D. A. (2018). The use of accounting information in strategic decision-making process: The case of a group of Algerian companies. *Algerian Scientific Journal Platform*, 12(3), 514-523.
- Tunji & Trimisiu, (2012). Accounting information as an aid to management decision making. *International Journal of Management and Social Sciences Research*, 1(3), 29–30.
- Ullah, M. H., Khondoker, J. A., & Fahim, S. T. (2014). Role of accounting information in strategic decision making in manufacturing industries in Bangladesh. *Global Journal of Management and Business Research: Accounting and Auditing*, 14(1), 8-22.
- United Nations. (2021). *Cooperatives in social development*. United Nations.
- Vitasović, M. (2012). Aanalysis of the state and contribution of the accounting information system in financial management within the development of the budget system of local units. *Economic Thought and Practice*, 7(2), 563–594.
- Zapata, N. A. G. (2021). Lessons on COVID-19 from housing cooperatives in Central America. *Australian Institute of International Affairs*.
<https://www.internationalaffairs.org.au/australianoutlook/lessons-on-covid-19-from-housing-cooperatives-in-central-america>