Using Accounting Information In Decision-Making Process

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Abstract:
Accounting system represents as the language of business because cost, price, sales volume, profits and return on investment are all accounting measurements and the purpose of accounting is to provide information that is useful for decision-making.

This paper aimed to explain and clarify the important of using accounting information in decision-making process, to meet the requested administrative needs to rationalize the administrative decision of the company.

In the field of data, we used primary sources and secondary sources to achieve the objectives of the study and answer its questions. Through this approach, we obtained the data constituting the theoretical framework of the study. While the practical setting depends on an interview.

Keywords: Decision-Making Process, Accounting information.

INTRODUCTION

Today companies live in an environment characterized by rapid and complex economic, social, and technological changes that have increased the need for data collection, processing, and the effective use of information.

Use of information, which is available on the success of institutions, that makes it compulsory for most institutions to provide additional information 24 hours a day in making decisions related to management, planning, organization, direction and control.

Information has become an important resource in management activities of modern institutions as it plays a crucial role in the determination of effectiveness and efficiency of the institution.

Organizations have tended to design and build information systems to control the amount of the necessary information and accurate the information at all levels of management, in a timely manner to take rational decisions contributed to the achievement of the objectives of the issue.

These developments have also led to the development of accounting information systems, which has led to the emergence of new types of accounting, generating a variety of accounting information to meet the growing needs of its users.

Therefore Companies need to develop their information systems, especially the accounting systems, to achieve their different objectives and to adopt a rational decision-making, which must be rationalized using scientific based methods mainly on the accounting information.

Accounting information is useful in carrying out all administrative activities, where administration becomes more efficient and when accountants provides accurate and complete information for the management as on the basis of this information, to say that the accounting information is useful as some criteria and characteristics must be available in this information.

It is in the context that we studied about the impact of accounting information, on the decision-making process of organizations. the relevance, deadlines precision, conciseness and clarity of information and methods of presentation of users that have been reviewed by different users was in need to the accounting information to make the important
decisions and in These users investors, creditors, management government agencies, unions and others are all included.

The importance of studying this subject lies in the need to demonstrate the capacity of the accounting information to meet the needs of applicants and users of this information and focus on this aspect to assist policy makers. Because experience is not enough to make rational decisions, therefore it takes a balance between accounting information and the decision-making process, hence the importance of research to prove the role of accounting information in decision-making rationally, which could lead to the smooth running of the business and its success.

LITERATURE REVIEW

In managing an organisation and implementing an internal control system the role of accounting information is crucial. An important question in the field of accounting and management decision making concerns the fit of accounting information with organisational requirements for information communication and control (Nicolaou 2000).

Accounting information system is a vital tool in strategic decision-making as it provides a detailed description of the financial position of a firm. This information is critical for the firm to understand its strengths and weaknesses, and the opportunities and threats it faces from the external environment. This in turn helps the firm to make informed decisions and mitigate the risk associated with strategic decision-making (Chong, 1996).

One of the recognized objectives of accounting is to produce the quality of accounting information that responds primarily to the decision-making needs of the company. Based on this observation, it seemed wise to ask ourselves about the stakes of this accounting information in the decision-making within a company.

Accounting which represents a system that sends information to people with different responsibilities is a broad concept encompassing methods providing information at different levels of the organization.

The Conceptual Framework of Accounting Information

There are many definitions for accounting information:

Accounting information: is the data that have been processed properly to give a full meaning and can be used in ongoing operations and future decision-making.

According to the Committee on Foundations of Accounting Measurement: « accounting measurement is an assignment of numerals to an entity's past present or future economic phenomena, on the basis of observation and according to rules. Accounting information is quantitative, relates to an entity, is based on observation and is prepared according to rules. Data and information that do not meet these criteria are not accounting information but may be used by managers and may be important in a management information system ».

All these definitions can be collected in one definition, which is:

Accounting information reflects the events and facts that related to the financial and accounting aspect of the company, and it is represent the final product of the accounting system because the main purpose of accounting system is to provide the necessary information for decision makers.

Accounting Information in the Context of the Business

The evolution and changes in management accounting over time can be summarized in four different stages:

- Before 1950, the focus was on costing and financial control,
- Around 1965, the focus shifted towards the provision of information for planning and management control,
- Around 1985, attention turned to reducing unnecessary costs through more efficient use of resources,
- By 1995, the priority is to create value through a more efficient use of resources.

These four steps are easily identifiable, but the transition from one to the other denotes an evolutionary process. Each stage represents an adaptation to new conditions, although meeting the needs associated with the previous stages remains necessary.

Users of accounting information

There are several user groups with an interest in the accounting information relating to a business. The majority of these are out side the business but, nevertheless, they have a stake in the business. This is not meant to be an exhaustive list of potential users; however, the groups identified are normally the most important.

Accounting system prepares its financial report which includes accounting information in both
internal and external report. Management accounting deal with the information that is needed for the internal users and financial accounting focus on the information that is needed for the external users.

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**Managerial accounting:**

Provides internal decision makers who are charged with achieving the goals of profitability and liquidity with information about financing, investing, and operating activities.

**Financial accounting:**

Generates reports and communicates them to external decision makers so they can evaluate how well the business has achieved its goals.

The most important of these groups are shown in Figure 1.

Accounting as an Information System

Accounting is an information system that measures, processes, and communicates financial

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**Figure 1: Users of Accounting Information**

- **Financial accounting**
  - External Users of Accounting Information
  - Shareholder
  - Creditors
  - Agencies
  - Taxing authority
  - Labor Unions
  - Supplier
  - Customer

- **Managerial Accounting**
  - Internal Users of Accounting Information
  - Manager
  - Employer
  - Investors
  - Owner

The Corporate Report of 1975 formulated by the Sandiland Committee in the United Kingdom

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recognized amongst others, the following user-groups as having a reasonable right to information:

- **The Equity-Investor group**: This includes both the existing and potential shareholders as well as holders of convertible debentures. This group is interested in earnings, both current and future, out of which their dividend can be paid. They are also interested in the security of their investment/dividend (dividend cover) as well as the returns of investment;

- **The Loan-Creditors group**: This includes both the existing and potential debenture holders and loan stocks as well as providers of short term secured and unsecured loans. This group is interested in the solvency in order to ensure repayment of their loans. Banks also fall within this group;

- **The Employees group**: This includes existing, potential and past employees and they are interested in both profitability and liquidity of the company in order to provide cover for the payments of their salaries and continuous retention in the company;

- **The Analyst/Adviser group**: These are financial analysts, journalists, economists, bankers, researchers, trade unions, stock providers etc. They have different ways of analyzing the financial statement depending on the need of their clients;

- **The Business Contact group**: This includes customers, trade creditors, suppliers, business rivals etc. This people would be interested in the solvency of the company to ensure prompt payment of their dues;

- **Government**: It is the general believe of the people that government is only interest in payment of taxes by companies and individual. This is partly true as government is also interested in the long term stability of companies, as only when they continue in business that the government would be fulfilled, as this will guarantee full employment of citizenry;

- **The Public**: This group encompasses all afore-listed groups and it is the believe of this writer that whenever a company is cited in an area, the public will be looking forward to rendition of certain social responsibilities and it is the continuous existence of such company that enables the public to enjoy more of such benefits;
information about an economic entity; an economic entity is a unit that exists independently, such as a business, a hospital, or a governmental body.

Accountants focus on the needs of decision makers who use financial information, whether those decision makers are inside or outside a business or other economic entity. Accountants provide a vital service by supplying the information decision makers need to make “reasoned choices among alternative uses of scarce resources in the conduct of business and economic activities.” As shown in Figure 2, accounting is a link between business activities and decision makers.

![Figure 2: Accounting as Information System](image)

This theoretical examination led us to conclude. On the one hand, the accounting information participate in the decision-making of internal and external users of the financial statements, and on the other hand, the quality and the use of accounting information influences perception is usefulness for decision making, and to try to present the decisions influenced by the use of this accounting information.

Decision-Making Process

The life of the company is marked by many decisions. They are taken every day, from its creation until its death. They are not all of the same nature or importance.

The decision can be strategic engaging the business on the medium and long-term or operational for current operations.

There are many definitions for decision-making, such as :

- Decision-making : Making choices among alternative courses of action, including inaction.
- Decision-making : It is the study of identifying and choosing alternatives based on the values and preferences of the decision makers.
- Decision-making : It is the process of sufficiently reducing uncertainty and doubt about alternatives to allow a reasonable choice to be made from among them.

All these definitions can be collected in one definition, which is :

- Decision-making is a resolution that is taken about something. Decision-making is the process of making a choice among several alternatives.

Process :

- Decision-making is a process, which includes a combination of many stages that lead to effective outcomes. This process can be very simple in some areas but in another, especially in business, it may be more complex.

Decision Making Levels

Decision-making can also be classified into three categories based on the level at which they occur.

Three levels of decision have been identified :

- **Strategic:** Strategic decisions set the course of organization they are the highest level ; here a decision concerns general direction, long term goals, philosophies and values. These decisions are the least structured and most imaginative ; they are the most risky and of the most uncertain outcome.

- **Tactical :** Tactical decisions are decisions about how things will get done, they support strategic decisions, and Tactical decisions are decisions about how things will get done. They tend to be medium range, medium significance, with moderate consequences.

- **Operational :** Operational decisions are decisions that employees make each day to run the organization, used to support tactical decisions; they are often made with little thought and are structured, their impact is immediate, short term, short range, and usually low cost. The consequences of a bad operational decision will be minimal, although a series of bad or sloppy
Operational decisions can cause harm. Operational decisions can be preprogrammed and pre-made.

If a decision maker discovers that nearly all of his thinking and decision-making is taking place at the operational level, there is probably not doing enough strategic thinking and planning. As a result, he will lead a reactive life, responding only to around it and never getting control of his life, direction or goals.

**Table 1 : Levels of Decision-Making**

<table>
<thead>
<tr>
<th>Level of Decision</th>
<th>Examples of Decision</th>
<th>Who Typically Makes Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Decision</td>
<td>- Should we merge with another company? - Should pursue a new product line? - Should we downsize our organization?</td>
<td>Top Management Teams, CEOs, and Boards of Directors</td>
</tr>
<tr>
<td>Tactical Decision</td>
<td>- What should we do to help facilitate employees from the two companies - Working together? - How should we market the new product line? - How should we let go when downsizing?</td>
<td>Managers</td>
</tr>
<tr>
<td>Operational Decision</td>
<td>- How often should I communicate with my new coworkers? - What should I say to customers about our new product? - How will I balance my new work demands?</td>
<td>Employees throughout the organization</td>
</tr>
</tbody>
</table>

**Accounting Information as an Aid to Management Decision Making**

Financial information is needed before any economic decision is made. Financial accounting information focuses on actual events. For decision-making, the past is used as a guide to future estimates of the consequences of different alternatives. The accountant can help significantly in the areas of budgeting, investigating, interpreting and communicating results for use by both internal and external decision makers.

Making decision is necessary when there is no one clear course of action to follow. Accounting systems can aid our decision making by providing information relevant to the decision and to the decision making. Accounting systems also provide check for the validity through the process of auditing and accountability. Effective and efficient accounting information plays a central role in management decision-making.

**The importance of Accounting Information in Decision Making**

The renowned Romanian writer N. Feleagă stresses that "the mere enumeration of evaluation criteria for the quality of financial information is of great utility for standard setters, practitioners and authors specialized in accountancy, business executives and external users of synthetic documents. These qualities are necessary, especially for standard setters and practitioners, in the preparation of accounting norms that are consistent with the objectives of financial reporting." Therefore, the quality of information provided by accounting truly influence the effective and operative economic decision making and this is the main reason for studying accounting, which is to obtain knowledge and skills needed to participate in major economic decisions.

According to the well-known American scientists B. Needles, H. Anderson and I. Coldwell, "the information provided by accounting represent the basis on which decision-making process rely both inside and outside the company", stating that the purpose of accounting information - "to provide the basic data needed by different users to take fundamental decisions" - is an ideal. The difference between ideal and real ,, is the most interesting and controversial part of accounting.

Renowned US economists Ch. Horngren, M. Datar and M. Foster believe that "accounting systems are based on economic events and operations which occurred in an enterprise and process all data contained in these operations to transform them into information useful to managers and other users, such as sales representatives or production department managers."

The processing of any economic transaction involves collecting, categorizing, summing and analyzing the data.

To summarize the above mentioned approaches and to acknowledge the role and importance of accounting information in decision making, we shall represent them in Figure 3.
STATEMENT OF PROBLEM

Generally, the good management of accounting information and the existence of an IT and information infrastructure will enable decision-makers to make relevant decisions that will ensure the company is competitive and efficient in changing environments.

The presence of many disorders and managerial problems within the organizations caused some major managerial irregularities that occur because of the administrative right not to rely on accounting information or the lack of quality of accounting information used in decision-making process and inappropriate character of the resolution.

The purpose is to study the need to use accounting information for the company and how it aids in management decision making.

RESEARCH QUESTIONS

The study was guided by the following research questions:

-What is accounting information? What features are supposed to be useful to the parties who use it?
-Does decision-making require accounting information?
-Does accounting information have any effect on management decisions?

RESEARCH HYPOTHESIS

For analysing the data, the following hypotheses were tested:

H1: the company must rely on the financial report to obtain the accounting information necessary for the decision-making process.

H2: Accounting information includes all the characteristics required for decision-making.

H3: The leaders of the company use the accounting information in the decision-making.

H4: Accounting information contributes to the quality and efficiency of administrative decisions.

METHODOLOGY

The study employed the descriptive analytical approach to complete the study, which depends on describing, and demonstrate the role of accounting information in decision-making process.

In many situations, you must make decisions that have a significant impact on the organization's profits and financial position over the rapid development and competition that companies have always encountered.

The decision-making process is the essence of the administrative process, so that the decision-maker can't rely solely on expectations, experience and conventional methods of decision-making, but must rely on information and data about the decision-making process. This is the situation where the problem to be solved.

Many recent studies have shown that accounting information is necessary for management in decision-making, where management relies on the results of the accounting system as inputs to the decision-making process.

From there, it is necessary to approach this subject, which is the accounting information and the importance of using it in the decision-making process and the contribution of the accounting information to make the decision rational and effective in the sector of the textile and clothing.

The study was carried out and evaluated on the company TALLY WEIJL MOROCCO.

Population

The population comprised all workers of FCCM/TALLY WEIJL MOROCCO. From the population, a sample of 50 workers was obtained to answer questions in the interview.

Instrument

The instrument used to gather information in this study is an interview with the company's staff.
and several questions asked about it.

RESULTATS

The study came to a group of results and recommendations, which are related to explain the important of using accounting information in decision-making process in the company, and the most important points, are:

There is a positive relationship between the extents of using accounting information in decision-making and taken decision, if the accounting information is correct, the decision taken is correct. Errors found in the information leads to errors in the decision to the detriment the interests of the company.

Companies knows the role of accounting information in the rationalization of the decision-making.

Company is well aware of the role of accounting information in streamlining decision-making, in most cases based on financial reports, which contain accounting information necessary for decision-making.

In the company, the leader is made to make many decisions.

DISCUSSION

The conclusion of the assumptions that concludes that the accounting information has a significant effect on the management decision is in agreement with the work [9] who discovered that the accounting information avoids the need to remember various transactions.

Studies have shown that successful utilisation of accounting information requires a fit between three factors.

First, a fit must be achieved with dominant view in the origination or perception of the situation.

Second, the accounting system must fit when problems are normally solved, i.e. the technology of the organisation.

Finally, the accounting information must fit with the culture that is to say the norms and value system that characterises the organisation.

RECOMMENDATIONS

Based on the finding of this study, it is recommended that:

Give staff and accountants the opportunity to give their point of view on resolution, data analysis and decision-making for the application of this decision or change, in accordance with the objectives of the company.

All departments must be involved in the decision-making process of the company.

The organization should provide accounting training for its employees.

The company should choose the best alternative in the decision-making process related to the objectives and interests of the company. It should provide effective communication channels to facilitate the exchange of accounting information between employees for the implementation of short- and long-term objectives.

All company systems must be computerized and set up, so that information can reach the accounting department in real time.

The company should organize regular meetings with staff to disseminate information about the company and obtain feedback that contributes to its improvement.

Correcting errors made in the decision-making process by correcting financial reporting methods and collecting accounting information and avoiding them in the future.

The company must always use a computerized system and fully automate the operations of the company for the preservation of records of past events in the future.

Finally, it should be noted that the centralization of accounting is felt by the company level managers as inherent in strengthening the power of top management at the expense of their responsibilities. Accounting information is generally the basis of negotiation with senior management.

CONCLUSIONS

In conclusion, we can be say that accounting information plays a crucial role in the justification of the decisions, offering the possibility of a precise representation of the economic phenomena. Users of accounting information act operate and make decisions in permanence, using and understanding the accounting information provided by the financial statements.

The financial statements published by the companies are intended to provide data to ensure the efficiency of markets and the optimal allocation of economic resources.
Thus, the decisions of the institutions, particularly specialize the strategic decisions, precise studies before being taken, and therefore to get a better management of a variety of information allowing the diagnosing of the environment in which it operates and anticipate its volatility and to find solutions for the anticipated problems.

Accounting information is one of the most important information; its effectiveness depends on the quality and effectiveness of the integrity of the accounting system that generates it.

This system is considered as one of the most important management information sub-systems in the company, which allows the administration to seize the opportunities offered to them to achieve their different goals. To deepen the research and knowledge of the contribution of accounting information in the rationalization of decisions, the company FCCM was chosen to confront the theoretical part of the study with a practical reality in a 2 months period.

On the one hand, to start with a support on existing theories allowed us to conclude that the accounting information is useful for decision-making in the company. On the other hand, it allowed us to understand how the perception of its utility is formed.

Then, to understand how the leaders of the company perceive the utility of the accounting information, we first initiated the qualitative study in the form of individual interviews. The results allowed us to highlight the fact that overall qualities of accounting information influence the Perceived Usefulness of Information accountant in decision-making.

REFERENCES


