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an analysis of the impact of management accounting techniques on organization decision making. a case of khayah cement limited.

BY B202828B

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RELEASE FORM

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Program For Which Project Is Presented: Bachelor of Accountancy Honours Degree

Year Granted: 2024

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APPROVAL FORM

We, the undersigned do hereby certify that we have read and therefore recommend to Bindura University of Science Education for acceptance; a research project titled: “An analysis of the impact of management accounting techniques on organization decision making. A case of Khayah Cement Limited.” Submitted by B202828B in partial fulfilment of the requirements of the Bachelor of Accountancy Honours Degree.

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DECLARATION

I, B202828B, do hereby declare that this research project is a presentation of my own work except to the extent indicated in the acknowledgements, references and by comments included in the body of the report, and that it has not been submitted in part or in full to any other University or any other institution of higher learning.

Signature of Student: ______________________________

Date signed: __________________________

ACKNOWLEDGEMENT

I am deeply grateful to my supervisor …………………………………… for his guidance throughout this project. I also extend my thanks to my parents and friends for their constant encouragement. Lastly, I appreciate the resources provided by Khayah Cement Limited, which were essential for completing this dissertation.

DEDICATION

This thesis is dedicated to my family, whose unwavering support and encouragement have been instrumental in my academic journey. Their love and belief in me have been the driving force behind my success.

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LIST OF ABBREVIATIONS

ABC	Activity-Based-Costing
BSC	Balanced Scorecard
CVP	Cost-Volume-Profit
MAT	Management Accounting Techniques
ODM	Organizational Decision Making
SMA	Strategic Management Accounting
SPSS	Statistical Package for the Social Sciences

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ABSTRACT

The study aimed to determine how management accounting techniques impacted a manufacturing company's decision-making. Zimbabwe's manufacturing industry is regarded as an essential component of its economy, but it currently faces challenges that limit its ability to function and reach its full potential. The study evaluates how management accounting techniques affect Khayah Cement Limited's ability to make informed decisions by giving sufficient information. A descriptive case study methodology was used in this investigation. The study's respondents were restricted to forty (40) employees of Khayah Cement Limited. The researcher selected specific participants for her study, namely managers, departmental supervisors, and non-managers with an understanding of management accounting procedures. The sample size of fifteen (15) was determined using the purposive sampling approach. A mixed approach was implemented. Data was collected using in-person interviews and structured questionnaires. The research used the SPSS application to analyse the fingings with the use of charts, graphs, tables and regression analysis. The study comes to the conclusion that the biggest problem at Khayah is that management is using traditional methods, which only address financial issues while disregarding non-monetary concerns that embrace competitiveness and are then implementing management accounting techniques poorly.

CHAPTER 1

INTRODUCTION

1.1. Introduction

The research is going to explore into the profound impacts of management accounting techniques on strategic choices and operational efficiency of Khayah Cement Limited, offering a comprehensive analysis of how financial data interpretation, cost analysis, budgeting and performance evaluation influence the decision-making framework within the organization. By examining the specific case of Khayah Cement Limited, the aim is to uncover the intricate association between managerial accounting practices, overall success and sustainability of a company in the very competitive industry of today.

1.2.Background of study

The importance of effective decision making cannot be overstated, as it directly impacts the success and sustainability of any organization. In this context, the application of management accounting techniques has been acknowledged as an essential instrument for improving organizational decision-making, especially in light of constantly shifting external business environments.

Internationally, the centrality on management accounting in how decisions are made has been thoroughly investigated and documented. According to the Cima (2007), managerial accounting involves collection, analysing, dissemination, and using of both monetary and non-monetary data pertinent the making of decisions with the goal to build and retain value for organizations. Similarly, Williams (2009) defined management accounting to be a field of expertise focused on assisting management in the developing and put to practice the company's strategic plans, collaborating in managerial decision-making, and creating strategic and operational management structures. It also offers specialized knowledge in reporting on finances and control.

In Africa, Daniel et al (2020) investigated how management accounting data influenced Rwandan not-for-profit organizations' decision-making. The authors found that good management accounting techniques were crucial for improving organizational decision-making. In contrast, Hailu (2013) investigated how management accounting enhanced an

Ethiopian Metals Corporation's ability to make decisions. The study underscored the imperative necessity for firms to adopt effective management accounting tactics to augment decision-making.

Scholars have recognized the significance of managerial accounting in decision-making. For instance, Yeshmin et al (2011) investigated the detrimental effect that managerial accounting techniques have on decision making and emphasized that firms must implement good management accounting practices in order to enhance their decision-making procedures. In a different study published in 2019, Brusca, Labrador, and Condor focused on the function of innovations in managerial accounting in universities, highlighting the way in which these methods can improve academic decision-making.

An exceptional chance to investigate the significance of managerial accounting approaches on a corporate's making of decision is presented by the case investigation into Khayah Cement Limited, an established cement plant in Zimbabwe. Numerous internal and external elements impact the firm's operations, including market trends, competition, and regulatory requirements. Effective management accounting practices can help the organization make informed decisions that align with its strategic objectives and enhance its competitive market share.

This study aims to expand the corpus of knowledge by examining how management accounting techniques influence decisions made by organizations at Khayah Cement Limited. The research will look at how the company's management accounting techniques influence its decision-making and explore the potential benefit of adopting efficient management accounting techniques.

1.3. Statement of the problem

Khayah Cement Limited operates in the building industry, specializing in the production and distribution of cement products. As a key player in the sector, Khayah Cement faces numerous challenges in a dynamic and competitive market. Effective decision making is crucial to the organisation's long-term success and profitability. Even though research generally supports the beneficial effects of management accounting techniques, a handful studies examine that relationship in the context of particularly developing economies like Zimbabwe. To fill this knowledge vacuum, this study will analyse to what degree Khayah Cement Limited's managerial accounting techniques affect its internal decision-making processes. A notable pattern of consecutive losses has been seen from the 2019 to 2022 fiscal years. Given this context, the author made the decision to investigate how management accounting techniques affect and facilitate decision-making, using Khayah Cement as a study. Specifically, the writer seeks to examine the impact of these techniques on various aspects of decision making, such as pricing strategies, production planning, investment appraisal, and cost control. To evaluate the merits and demerits of those techniques used and determine their effectiveness in aligning the company's decision-making processes with its organizational goals. Moreover, the research will investigate the challenges and barriers that Khayah Cement faces in implementing and utilizing management accounting techniques effectively. Factors such as organizational culture, employee skills and knowledge, information systems, and management commitment will be explored to provide a holistic understanding of the influences on decision making throughout the organization.

1.4. Purpose of study

The research is going to assess how management accounting techniques affect an organization's decision-making procedures. Using Khayah Cement Limited as a case study to investigate how the company's unique accounting procedures affect decision-making. The study will look at how well their existing methods work and maybe pinpoint areas that could want improvement. Understanding the connection between Khayah Cement Limited's managerial accounting processes and decision-making would help the research yield insightful information for businesses looking to improve their own procedures.

1.5. Objectives of study

1. To examine how Khayah Cement Limited’s decision-making processes are affected by management accounting techniques.
2. To determine the precise management accounting techniques being employed by Khayah Cement Limited and grasp their integration into the company’s decision-making procedures.
3. To determine the potential benefits of adopting effective management accounting techniques on Khayah Cement’s decision making.

1.6. Research questions

1. What effects do management accounting techniques have on decision- making at Khayah Cement Limited?
2. What types of management accounting techniques is Khayah Cement Limited employing and how are they incorporating them into the company's decision-making procedures?
3. What advantages could Khayah Cement gain by implementing efficient management accounting techniques in their decision-making processes?

1.7. Significance of study

To author

The study will enhance the author's academic and professional reputation by meeting some of the criteria for her undergraduate degree. Furthermore, the study will also help the researcher grasp better on how crucial management accounting techniques are to a manufacturing company's decision-making process.

To the university

The study serves as a resource for future literature reviews by researchers and other students who might want to carry out a related or comparable investigation.

To the organization

The author anticipates that Khayah Cement Limited would apply a portion of the study's findings and suggestions to improve decision-making by leveraging management accounting techniques.

1.8. Assumptions

1. Chosen sample will provide with a true representation of the population.
2. Information provided by respondents is reliable and devoid of any partiality
3. Resultant recommendation will assist Khayah Cement Limited in implementation of relevant and practical management techniques in decision making.

1.9. Delimitations

The researcher will find it more convenient to collect data considering that the Khayah Cement Limited factory is close to their residential neighbourhood. Additionally, with effect from May 9, 2023, the business renamed itself Khayah Cement Limited from Lafarge Cement Zimbabwe Limited thus, relevant information from when the organisation was Lafarge will be used in the research. Data from 2019 to 2022 was used in the study and certain information that will be essential to the investigation is readily available in business releases or published in newspapers, such as the financial accounts of the company.

1.10. Limitations

The research is will solely focus of Khayah Cement Limited practices and decision-making process and this may not be a representative of all organisations in the cement manufacturing industry. This restriction might make it harder for the results to be applied in different situations. Due to privacy and confidentiality policies that are enforced by the company, the researcher has limited access to the data. There is also potential of acquiring biased information from respondents due to avoidance of them fearing to disclose flaws within their organisation. The research underrepresents the influence of organisational factors like strategy, culture and structure on the adoption and effectiveness of management accounting techniques. These factors play a crucial role in the decision-making procedures of a company.

1.11. Defining of key terms

According to the CIMA (2024), management accounting integrates financial accounting, finance, and management strategies to effectively operate a business. They show that companies use management accounting techniques effectively to improve their financial performance. Additionally, as outlined by Yeshmin & Hossan (2011), management accounting comprises a set of processes and strategies designed to provide managers with financial data in order to efficiently oversee company assets and make informed choices.

Management accounting techniques, according to Frezatti (2007), utilize the financial and operational insights that managerial accounting provides to identify the information requirements of the different employees within the organization and to offer appropriate support for their decision-making. These individuals then use these techniques to access their operations. Managers have access to a wide range of management tools as a result of this perspective. The particular reason of this circumstance is each of them offers one or more particular forms of management accounting data, managers can make decisions with the help, encouragement, and enablement of these diverse tools.

Decision making according to Yeshim & Hossan 2011, is a complex procedure that starts with defining the problem and the criteria for the decision, giving those criteria weights, developing, analysing and selecting a feasible alternative, implementing the alternative, and evaluating the decision’s effectiveness at the conclusion.

The term "break-even point" describes the moment at which all costs are paid for out of revenue and there is no longer any room for profit (Snoswell, et. al, 2019).

The term "decision making techniques" refers to problem solving processes that are concluded with an acceptable solution (Merigó et. al, 2010).

According to Moullin (2007), performance measure involves assessing an organization’s management and the value it provides to stakeholders, including customers by evaluating its efficiency, effectiveness and overall perform.

1.12. Project outline

Readers will find out under this topic how all the activities flow, how each chapter makes sense in relation to the others, and how the many components fit together to form the entire research project.

In Chapter I, the problem description, study objectives, questions, and limits were examined, along with the problem's overall significance. This chapter also contains the investigation's scope, underlying presumptions, and definitions of important terms applied in the research. The writer also examines facts that have been cited by certain authorities in the field or a similar topic in Chapter II. The context that the literature is derived from is defined in the chapter. Chapter III presents a summary of the materials and methods employed in the research. In Chapter IV, a detailed explanation of the collected data is provided, including an analysis and explanation of each item that is relevant to the study questions posed in Chapter 1. The work as a whole comes together in Chapter V. After synthesizing and repeating the themes from each category in the study, research recommendations were developed and presented as concluding remarks.

1.13. Summary

Setting the groundwork for the study has been greatly aided by this chapter. The study's industry and background were provided. Highlighted in the chapter are the objectives, term significance, problem statement and research questions. Reviewing pertinent research material will be the focus of the upcoming chapter.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

The chapter explores how management accounting techniques impact organizational decision-making processes by analysing both the actual data and theoretical foundations. This chapter aims to offer a strong basis for understanding the relevance of management accounting techniques in boosting the effectiveness and efficiency of decision-making by combining and evaluating pertinent literature from academia, business reports, and case studies.

2.1. Conceptual framework

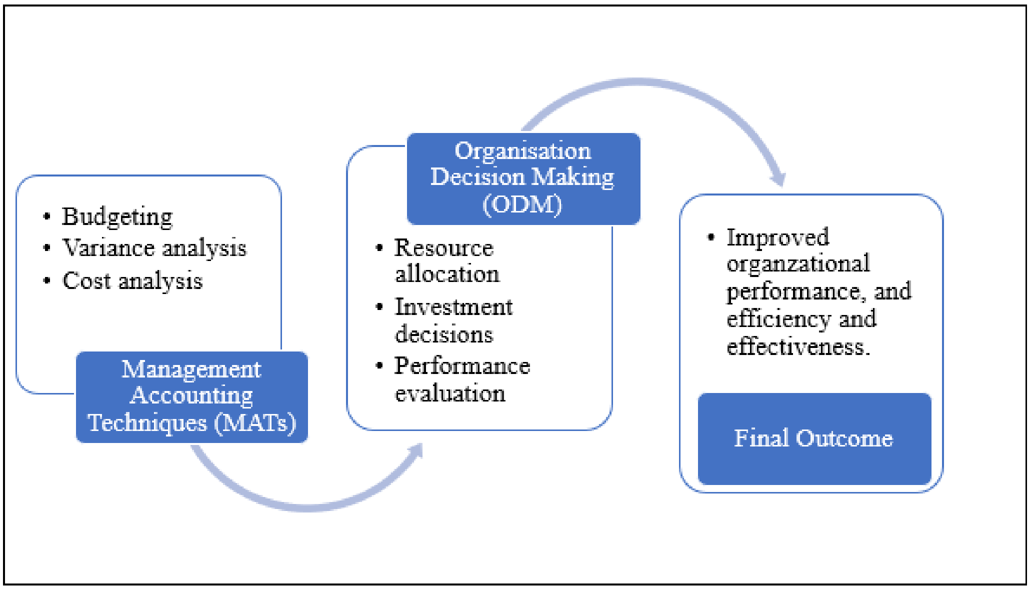

Figure 1 diagram of conceptual framework

Secondary source (2024)

The core of this research lies in the connection between managerial accounting techniques and organizational decision-making. The framework offers an organized method for comprehending how management accounting strategies affect organizational decision-making processes. The diagram above shows an illustration of the connection between management accounting techniques (MATs), organizational decision-making (ODM). MATs being the independent variable that takes into consideration factors such as cost allocation methods, budgeting approaches and performance measurement. The dependent variable would be ODMs which involve factors such as strategic decision making, operational decision making, investing decision making, pricing decision making and resource allocation decision. When the management techniques positively impact ODMs, then better decision making occurs leading to improved performance. Furthermore, an ultimate goal of implementing sound management accounting practices is attained. Soltani et al (2014) supported this view, describing how MATs act as a catalyst for decision making during their investigation. The authors further explained how crucial MATs are in competitive markets emphasizing the need of cordiality in order for a firm to make timely and informed decisions that are necessary for survival and growth. However, if MATs negatively impact ODMs, there will be challenges such as inaccurate cost estimates since MATs will be poorly implemented and neglection of long-term strategic decisions which will lead to potential decline to overall organizational health. Thus, an organization should strive to have a positive relationship between MATs and ODMs.

2.2.1. Significance of management accounting techniques

Alleyne et al (2011) describes MATS as an array of strategies crucial for enhancing a firm's infrastructure and accounting procedures. John et al (1987) suggested that managerial accounting procedures and techniques serve to assess the quality of internal processes rather than to assess the organization's revenues. Management accounting methods are employed to generate reports and outcomes that display financial data for managers to use when making decisions, whether they be short-term or long-term. Management accounting techniques, as described by Brimson (1991), consist of a range of tools and skills essential for performing managerial duties. Johnson & Kaplan (1987) categorized management accounting techniques into costs, pricing, financial management, profitability analysis, and investment decision making. These techniques are utilized for analysing and assessing financial statements, predicting future numbers, and conducting proactive planning. Adler et al (2000) emphasized the significance of MATs in manufacturing companies by highlight their role in enhancing operational efficiency, reducing risk, improving decision making, optimizing operations, enhancing performance, supporting strategic planning and improving resource allocation.

2.2.2. Management accounting theories

Below is a list management accounting theories that should be taken into consideration.

2.2.2.1. Contingency theory

According to the contingency hypothesis, corporate efficiency is attained via adapting corporate features to changing circumstances. The concept known as contingency is responsible for moderating the impact of business characteristics on organizational performance. Contingency theory emphasizes that no generally applicable set of management accounting practices ensures organizational performance. It was first put out by researchers like Fiedler (1967) alongside Lawrence & Lorsch (1967). Rather, these strategies' efficacy depends on the particular conditions, surroundings, and traits within the organization in question. The degree to which management accounting methods align with the unique circumstances of a company affects how such methods affect organizational decision-making. According to Anderson & Lanen (1999) as well as Chenhall (2003) this fit is dictated by elements including the organization's structure, technological advances, environment, and strategy.

Previous research has examined a variety of contextual elements, both internal and external in connection with managerial accounting practices using contingency theory (Cescon et al 2019, Chen, 2003; Hartmann, 2000; Chong and Chong, 1997). The managerial accounting practices have been analysed in relation to external contingency factors such as competition intensity, environmental uncertainty, and national culture.

2.2.2.2. Balance scorecard theory

The purpose of the BSC is to convert a company's vision and strategy into a cohesive set of performance metrics. Kaplan & Norton (1992) contended that using only traditional financial metrics is inadequate in today's business landscape for managing and evaluating organizational performance. The BSC fills this void by including a wider variety of metrics that together offer a more well-rounded perspective on an organization's strategic goals and results.

The Balanced Scorecard includes four main perspectives: financial, learning and growth, customer, and internal business processes. Financial perspective metrics focus on financial performance indicators such as profitability, revenue growth, and return on investment. Customer perspective refers to metrics used to measure customer satisfaction, retention, and market share. Indicators in the internal business processes perspective evaluate how well internal processes contribute to providing value to customers in terms of efficiency and effectiveness. Finally, metrics in the learning and growth perspective focus on organizational learning, employee growth, and innovation abilities.

The BSC has a significant effect on organizational decision-making by ensuring that business activities are in line with the organization's strategic objectives. By connecting metrics across the four aspects, the BSC guarantees that choices are made to align with long-term strategic goals. A study conducted by Banker, Chang, and Pizzini (2004) found that companies utilizing the BSC saw better synchronization between strategic planning and performance evaluation, resulting in more cohesive and targeted decision-making procedures.

Combining financial and non-financial metrics in the BSC offers a comprehensive perspective on company performance, leading to more informed decision-making. Research has demonstrated that companies that employ the Balanced Scorecard (BSC) are more adept at pinpointing performance deficiencies and opportunities for enhancement. This thorough method of evaluating performance assists managers in making decisions that improve overall organizational effectiveness (Kaplan & Norton, 1996). The BSC promotes the idea of organizations balancing short-term financial results with long-term strategic goals. This equilibrium prevents hasty decision-making that can hinder long-term sustainable growth and value generation. According to a study conducted by Hoque and James (2000), companies that adopt the BSC are more probable to reach their long-term strategic objectives due to the system promoting ongoing enhancement and alignment with strategy. The Balanced Scorecard improves communication of strategic goals and performance expectations across the organization. The Balanced Scorecard boosts organizational coherence and collaboration by offering a clear structure for recognizing the impact of individual and departmental performance on overall strategic objectives. Enhanced communication aids in better decision-making across all organizational levels (Niven, 2005).

The Balanced Scorecard can be combined with different management accounting methods to improve their influence on organizational decision-making. An example would be connecting activity-based costing (ABC) with the internal business processes aspect of the BSC to offer in-depth understanding of cost factors and process efficiencies. In the same way, budget control and variance analysis can be matched with the financial point of view to track financial success versus strategic goals. Organizations can obtain a deeper comprehension of cost behaviours and how they affect strategic goals by integrating ABC with BSC. Research conducted by

Malmi in 2001 revealed that companies utilizing both the BSC and ABC were more successful in strategically controlling costs, leading to improved decision-making processes.

Combining the Balanced Scorecard with conventional budgeting methods ensures that budgets are in line with strategic goals. This alignment helps organizations distribute resources more efficiently and make decisions that align with long-term strategic objectives. Research conducted by Hansen et. al (2004) demonstrated that utilizing the Balanced Scorecard (BSC) in strategic budgeting results in improved resource allocation and strategic alignment.

The Balanced Scorecard theory offers a strong structure to improve the influence of management accounting methods on organizational decision-making. The BSC connects business activities with strategic goals by incorporating both financial and non-financial measures in four perspectives, enhancing performance evaluation, and encouraging long-term strategic focus. Research evidence backs the BSC's success in improving decision-making, making it a beneficial asset for organizations striving for sustainable growth and strategic accomplishments.

2.2.2.3. The agency theory

Agency theory analyses the connection between owners (principals) and managers (agents), emphasizing the potential conflicts of interest that may occur when their objectives differ (Jensen & Meckling, 1976). This theory is especially important for grasping how management accounting methods can reduce agency issues by aligning managers' interests with owners. Tools like performance measurement systems, budgeting, and incentive schemes in management accounting are crucial for minimizing agency costs. These methods offer ways to supervise and assess managerial performance, guaranteeing managers prioritize the owners' best interests. For example, linking managerial bonuses to specific performance metrics can motivate managers to achieve organizational goals, thereby enhancing decision-making processes.

2.2.2.4. Information asymmetry theory

The disparity in information that senior management and entry-level employees within a company have access to is known as information asymmetry. The notion of information asymmetry deals with scenarios in which one side to a transaction possesses superior or more knowledge than the other. This disparity can lead to inefficiencies and suboptimal decision-making (Akerlof, 1970). In organizational settings, management accounting techniques play a crucial role in reducing information asymmetry between different levels of management and stakeholders. Techniques such as variance analysis, balanced scorecards, and comprehensive reporting systems provide accurate and timely information, facilitating better decision-making (Bushman & Smith, 2001). By ensuring that all relevant parties have access to essential information, these techniques help in making informed decisions that enhance organizational performance. The Information Asymmetry Theory emphasizes how management accounting plays a crucial role in delivering precise and timely information to support well-informed decision-making.

2.2.2.5. Behavioural accounting theory

Behavioural accounting theory focuses on the human aspects of accounting, exploring how individuals' behaviour and interactions impact accounting processes and the use of accounting information (Argyris, 1972). This theory emphasizes the importance of understanding the psychological and social factors that influence how management accounting information is perceived and utilized within organizations. For example, the design of performance measurement systems can significantly affect employee motivation and behaviour. Techniques that consider behavioural aspects, such as participative budgeting and balanced scorecards, can improve motivation and performance by aligning individual goals with organizational objectives (Hopwood, 1976). Understanding behavioural biases and judgment errors also helps in designing management accounting systems that minimize their impact on decision-making. According to behavioural accounting theory, systems that incentivize and harmonize employee behaviour with corporate goals are essential because human variables have a significant impact on how management accounting information is used and successful.

2.2.2.6. Strategic management accounting theory

The idea of Strategic Management Accounting (SMA) links strategic management with management accounting, emphasizing the use of accounting data in strategic choice and competitive advantage (Bromwich, 1990). Information supporting long-term objectives and strategic activities is the main emphasis of SMA. Strategic decision-making requires the use of management accounting tools such as value chain analysis, competition analysis, and strategic cost control (Kaplan & Norton, 2001). By using these strategies, firms may gain a deeper understanding of their competitive landscape, spot strategic opportunities, and manage resources wisely in order to gain long-term competitive advantages.

According to the theory of strategic management accounting, management accounting is an essential instrument for strategic decision-making that gives businesses a competitive edge and long-term success.

2.3. Management accounting techniques

Below is a list of the types of management accounting techniques.

2.3.1.1. Absorption costing

With this strategy, production is charged both constant and variable costs; in other words, total costs are made up of fixed costs as well as variable costs. Ittner et al (2001) contended that the evolution of new techniques has resulted in a more superior version of the fundamental concepts of management accounting, which enhances a variety of activities. The research has also shown that most firms have not been very fond of some methods, such as marginal costing and absorption costing. This point of view was reinforced by Dugdale and Jones (2003), who said that these costing methods had a flaw in that they don't offer a precise way to record expenses so that wise management decisions may be made.

2.3.1.2. Budgetary control

According to Miller et al. (2019), the set of practices known as budgetary control is a sort of management control used to ensure that an organization's revenues and expenditures closely follow its financial plan. Organizing operations and staying aligned with overall goals entails creating budgets for various departments and company activities. It also entails routinely comparing actual revenue or expenses to projected amounts to spot discrepancies that call for remedial action.

Cost management, coordination, planning, and decision-making are the primary goals of budgetary control. It offers a baseline to assess performance, define objectives, cut expenses, and increase profits. However, if not executed correctly, they can also result in problems including departmental disputes, trouble lining up personal and organizational objectives, and waste. Manufacturing businesses frequently employ management accounting techniques, as noted by Dugdale & Jones (2003). Evaluation of performance and budgeting for controlling costs were the most widely used methods. Based on his study, budgeting plays a critical role in the organization's management and decision-making processes. This gives managers details on projected costs for the next budget cycle and predicts how seasonal variations may impact cash flow and revenue. This could be the key reason why this management accounting practice outperforms numerous others in terms of rating. As stated by Dugdale & Jones (2003), budgeting is also useful for businesses to anticipate and develop plans for achieving their objectives. Luther et al (2001) also pointed out that budgeting is an essential element of management and control.

2.3.1.3. Cost-volume-profit analysis

CVP analysis, a crucial management accounting tool, aids businesses in comprehending the connections among costs, sales volume, and profitability. CVP analysis allows for profit planning and financial forecasting by distinguishing between fixed and variable costs, calculating contribution margins, finding break-even points, and evaluating the margin of safety. This method is especially useful for making important choices regarding product pricing, sales combination, and optimal production levels, as well as for managing costs by grasping their relationship to changes in production.

Numerous writers endorse the efficiency of CVP analysis. Horngren, Datar, and Rajan (2015) suggest that understanding the impact of cost behaviour on profitability is vital for strategic planning and decision-making. Drury (2018) emphasizes the importance of cost accounting in profit planning and control, pointing out how it allows managers to predict the financial outcomes of different business situations. Garrison, Noreen, and Brewer (2021) point out that CVP analysis offers important understanding of cost-volume-profit connections, assisting in making well-informed managerial choices.

In spite of its advantages, CVP analysis has encountered criticism. Shank and Govindarajan (1992) contend that it depends on simplifying assumptions, like linear cost and revenue behaviour, that may not be realistic in all cases. Bromwich and Bhimani (1994) argue that the method may not effectively account for the intricacies of contemporary business settings, particularly for firms with varied product offerings and elaborate cost frameworks. Kaplan and Cooper (1998) argue that CVP analysis may not take into account the long-term effects of fixed costs and fluctuations in costs and revenues, and suggest using more inclusive methods such as activity-based costing.

2.3.1.4. Marginal costing

Marginal costing, alternatively called variable costing, is a management accounting method that centres on the variable expenses involved in producing goods or services. This approach categorizes fixed costs as period costs instead of including them in product costs, offering a more transparent view of how production levels affect profitability. Marginal costing involves recognizing variable and fixed expenses, computing the contribution margin, and evaluating how alterations in production levels affect profitability. Marginal costing is especially beneficial for making decisions related to pricing, selecting product mixes, and controlling costs.

Supporters of marginal costing emphasize its benefits in managerial accounting. Drury (2018) stated that marginal costing offers a simple method for managing costs and making decisions by clearly differentiating variable and fixed costs. According to Horngren, Datar, and Rajan (2015), this method provides a more precise depiction of cost behaviour, assisting managers in making well-informed decisions regarding pricing and production. Furthermore, Garrison, Noreen, and Brewer (2021) highlight the importance of marginal costing in assessing the added influence of production choices on profitability, ultimately aiding in improved managerial decision-making.

Yet, some researchers have critiqued marginal costing. Kaplan and Atkinson (1998) suggest that marginal costing may give an inadequate view of total costs and result in suboptimal decisions due to the exclusion of fixed costs from product costs. According to Bromwich and Bhimani (1994), in situations where there are substantial fixed costs and overheads, marginal costing might not completely reflect the cost changes, which can make it less appropriate for long-range strategic planning. Furthermore, Shank and Govindarajan (1992) argue that marginal costing might not fully capture the intricacies of contemporary manufacturing methods, where fixed expenses are significant.

2.3.1.5. Financial statement analysis

Financial statement analysis is an important tool in management accounting that involves analysing financial statements to assess a company's financial status and performance. This examination concentrates on critical financial documents like the balance sheet, income statement, and cash flow statement in order to evaluate profitability, liquidity, solvency, and efficiency. Through the use of tools such as ratio analysis, trend analysis, and comparative financial statements, managers can make well-informed decisions about strategic planning, investments, and operational enhancements.

Supporters of financial statement analysis emphasize its important benefits in management accounting. As stated by Penman (2013), this method offers thorough understanding of a firm's financial health and operational effectiveness, assisting in making strategic decisions and planning for the future. Fraser and Ormiston (2016) suggest that analysing financial statements helps managers pinpoint strengths and weaknesses in the organization, making it easier to make targeted improvements and allocate resources more effectively. In addition, Wild, Subramanyam, and Halsey (2014) stress that ratio analysis, a crucial part of financial statement analysis, allows managers to compare performance to industry norms and rivals, ultimately improving competitive strategy.

Still, financial statement analysis has its fair share of criticisms. Critics suggest that its effectiveness may be constrained by the quality and precision of the financial information provided. Lev and Gu (2016) argue that financial statements might not capture all intangible assets and non-financial factors essential for a thorough performance assessment. Furthermore, Beaver (2015) emphasizes that financial statement analysis frequently depends on past data, which may not accurately predict future performance, thus reducing its ability to forecast. Bromwich and Bhimani (1994) also point out that this method may fail to consider external influences like market conditions and economic trends, which can greatly affect financial results.

2.3.1.6. Activity-based costing

According to Quesado & Silva (2021), activity-based costing (ABC) is a method that, by identifying and assigning costs to specific activities, establishes a link between expenditures, overhead activities, and by-products. Using this method, resource consumption is tracked, and final product costs are determined by allocating indirect expenditures to cost component consumption estimations. The case demonstrates how data from the manufacturing process and working-floor observations may be utilized to compute revenue statements that are pertinent to making of decisions by managers. ABC is a concept that was developed to provide more accurate ways to allocate indirect and assistance resource costs to different activities, business processes, products, services, and customers.

2.3.1.7. Kaizen costing

Blocher et al. (1999) described the kaizen costing method as a means of constant enhancement with the specific goal of cutting costs; it focuses on enhancing the effectiveness of activities related to manufacturing and service delivery. When creating minor, incremental improvements to a process instead of achieving major breakthroughs, kaizen costing is applied. Kaizen costing guarantees ongoing development by aiding in the production phase's cost-cutting procedure. Rather of only responding to cost overruns during a product's production phase, a complete cost management system entails developing a cost reduction mechanism for target profit management. Kaizen costing is therefore just a profit management technique. Kaizen costing is therefore just a profit management technique. By enabling suppliers to base their selling prices on the consumer's kaizen costing system, kaizen costing also helps the business maintain control over its relationships with its suppliers. As per Kayode et al. (2019), the objective of Kaizen costing aims to get ongoing enhancements and consistent decreases in product expenses using stricter guidelines. According to their definition, Kaizen costing specifically refers to efforts that continuously enhance all corporate operations and procedures at a lower cost while maintaining the required standards.

2.3.1.8. Benchmarking

Benchmarking is the process of adopting the excellent or flawless procedures of other companies, whether they are in the same industry or not, and making an attempt to enhance operations through comparison analyses. Businesses that use benchmarking have the chance to profit from the expertise and expertise of others that have been acquired by mistakes, experiments, and other expenses. Benchmarking was described by the writers Elnathan et al. (1996) as a systematic method of comparing and assessing an organization's performance against the performance of other businesses, typically within the same sector or across various industries, to find best practices and opportunities for improvement. Long-term goals are covered by a strategic plan, while strategy directs the path to achieving goals. A successful corporation must investigate the rationale behind a certain strategy choice or comprehend the tactics of other prosperous companies.

2.3.1.9. Target costing

Target costing is a cost-management strategy that emphasizes reducing costs during a product's lifespan (Horngren et al. 2002). This method is introduced as a strategic way to manage profits and costs, aiding in cost planning during the product design process. It employs different approaches to reduce expenses during the design, research, and development stages, while also meeting customer requirements for speed, dependability and quality. It also strives to reduce the overall cost of a product throughout its life cycle. Foundation of the target costing method is the target cost, which is calculated based on market costs and considers the desired market share in setting the selling price. Unlike the traditional cost-plus method, the objective cost is based on profit and selling price instead of expenses.

2.3.2. Impact of management accounting techniques

Management accounting techniques provide critical insights and control mechanisms that support organizational management in planning, decision-making, and performance evaluation. Horngren et al. (2011) emphasize that these techniques, including budgeting, variance analysis, and cost accounting, are fundamental for internal management. They enable managers to set financial targets, monitor actual performance against these targets, and take corrective actions when necessary. This proactive approach to financial management helps organizations maintain financial health and achieve strategic objectives. They are essential in helping businesses manage their operations, keep expenses under control, and boost productivity. The success of a business is strongly correlated with the degree to which strategic management accounting procedures are used, according to research. For instance, Alobaidy et al. (2021) discovered a substantial relationship between the performance of the companies that took part and the degree of managerial accounting usage in Malaysian electric and electronic enterprises.

Ramos (2004) indicated the significance of information from managerial accounting as the main source of data for both control and decision-making. Effective management accounting techniques can bring significant benefits to inter-organizational supply chains. These techniques include accurate as well as timely information about the activities necessary for the chains' success, which supports and facilitates making of decisions throughout the entire firm; gathering and compiling data on the quality and efficacy of task execution; and supplying information on all operational units and manager's performance.

2.3.2.1. Importance of decision making

Decision-making is an integral aspect of management, and understanding the concept of a decision is crucial to comprehending the process of decision-making. Collins (1999) describes a decision as the act of reaching a conclusion by gathering significant ideas from various sources. Similarly, Warren et al (2020) defines a decision as a choice or judgment made after thoughtful consideration or discussion. While the definition is clear, it raises questions about the definition of decision-making itself. In essence, decision-making involves making a choice or judgment, especially after experiencing uncertainty or disagreement (Garrison et al .2021). Fullan (1982) asserts that decision-making is the process of identifying and selecting alternative courses of action that are appropriate for the given situation. This implies that different options must be evaluated and considered through collaboration. The role of decision-making in organizations can be viewed from various perspectives. According to Fanelli et al. (2023) and Tomaszewski et al. (2020), one of the most important and fundamental phases in the management process is decision-making. Depending on the sort of choice and the circumstances, multiple criteria and approaches may be used. Decision-making itself is a dynamic process (Driscoll et al 2022). Managers require a continuous flow of information to make appropriate decisions, and the quality of information greatly influences their decision-making efficiency.

Although managerial accountants are closely involved in the collection and dissemination of financial data, Mugabe (2012) believes that robust management accounting procedures contribute to better financial reporting. Once financial statements are made public to external stakeholders, management accountants can make any necessary corrections to any variations or departures from the present accounting rules. Better financial reporting may assist a business in obtaining finance or equity financing from outside sources. Enhancing the external financial aspect of a company's operations typically facilitates growth. Gaining a competitive advantage over rivals may be attained by improving the finance of operations, which will boost market share and overall business performance. With enhanced financial reporting, Khayah Cement Limited is better able to sustainably expand or increase operations, attract finance and capital from outside sources, and obtain a competitive advantage over its rivals that it may utilize to increase its market share.

2.3.2.2. Competitive advantage as benefit of using management techniques

As to Thompson et al (2009), a company that uses management accounting techniques can maintain a competitive advantage over its rivals. The goal of management accounting is to obtain and report on internal financial data to expedite the decision-making process. Since they are not constrained by national accounting regulations, businesses may customize management accounting techniques to suit their unique requirements. According to Jab et al. (2015), putting active information systems for management accounting in place inside a company may increase that company's propensity to use managerial accounting strategies and tools to gain a competitive advantage.

2.3.2.3. Cost reduction as benefit of using management techniques

According to Mugabe (2012), improper cost allocation may make it difficult to recoup labour, material, or administrative expenses associated with manufacturing. These expenses may soon surpass income, which would result in a loss for the business. Reducing the loss of manufacturing materials is yet another crucial management accounting topic. Inadequate manufacturing procedures may result in excessive material waste, raising the cost of production as a whole. Efficiency process studies will ascertain if the organization under investigation may profit from management and cost accounting through cost leadership or reduction, or whether production labour is moving too slowly while creating items.

2.4. Empirical studies

Alamri, A.M., 2019. Association between strategic management accounting facets and organizational performance.

The study by Making, I.R.I.D. (2020) examined the role of activity-based costing (ABC) system in decision making in cement companies in the Kurdistan Region of Iraq. The study used a survey sample of 120 respondents from Bazian Cement Company and aimed to analyse the relationship between the ABC system and decision making. The main findings of the study included there is a positive relationship between the ABC system and decision making, indicating that the ABC system plays a crucial role in the decision-making process of firms, especially in the cement industry. The ABC system helps in cost control by separating added value from non-added value activities, increasing the efficiency of production processes. Furthermore, the study found that the ABC system contributes to production efficiency and helps in making cost and price decisions. The ABC system helps management with planning and decision-making processes, providing accurate and timely information for strategic decision making. The study also found that determining employee responsibilities according to the ABC system helps in making decisions. The study highlights the importance of implementing the ABC system in the cement industry, as it can lead to improved cost control, efficiency, and productivity.

Chen, Y., Liu, L., & Tang, Q. (2019). Advanced Management Accounting Techniques and Their Impact on Decision-Making: Evidence from Manufacturing Firms.

This study focused on manufacturing firms and concluded that advanced management accounting techniques, such as activity-based costing (ABC) and balanced scorecards (BSC), significantly enhance decision-making accuracy and efficiency. The study found that these techniques provide detailed insights into cost behaviours and performance metrics, leading to more informed strategic decisions.

Smith, M., Jones, D., & Walker, T. (2021). Management Accounting Practices in Manufacturing Firms: A Comparative Study.

The study focused on the importance of management accounting practices in manufacturing firms, particularly in the context of the ever-changing business environment. It highlights the need of organizations to develop strategies that ensure their growth and survival. It used primary data collected through structured surveys from two hundred and twenty-three (223) medium to top-level employees of selected companies. The authors found out that traditional management accounting practices are dominating in their industry of research and the extent of using of contemporary was marginally greater than traditional management accounting practices. The research also discovered that there is no significant association between management accounting practices and organizational performance. In conclusion, the study there is a prevailing use of traditional management accounting practices but there is no correlation between these practices and organizational performance.

Mokoqama, M., & Mpinga, M. (2021). Management Accounting Techniques and Firm Performance: A Study of the Cement Industry in South Africa.

The study by Mokoqama and Mpinga (2021) examined the relationship between management accounting techniques and firm performance in the cement industry in South Africa. The researchers aimed to investigate whether the adoption of management accounting techniques improves firm performance in this industry. The study found a significant positive correlation between the use of management accounting techniques and firm performance. Specifically, the researchers found that the use of techniques such as activity-based costing, balanced scorecard, and budgeting significantly improved firm performance measures such as profitability, efficiency, and productivity. The study also revealed that the cement industry in South Africa is characterized by intense competition, high production costs, and fluctuating demand, making effective management accounting techniques crucial for firms to remain competitive. The researchers noted that the adoption of management accounting techniques helps firms to identify areas of improvement, optimize resources, and make informed decisions. The study's findings suggest that the effective use of management accounting techniques is essential for improving firm performance in the cement industry. The researchers concluded that managers and accountants in the industry should prioritize the adoption of management accounting techniques to enhance firm performance and sustain competitiveness.

Moyo, T., & Nkiwane, B. (2019). The Role of Management Accounting in Decision-Making: Evidence from the Zimbabwean Cement Industry.

The study by Moyo and Nkiwane (2019) investigated the role of management accounting in decision-making in the Zimbabwean cement industry. The researchers sought to explore how management accounting techniques influence decision-making processes in this industry. The study found that management accounting plays a crucial role in decision-making in the cement industry. The techniques used, such as budgeting, performance evaluation, and cost control, provide valuable information for managers to make informed decisions. The study revealed that management accounting helps managers to identify areas of improvement, optimize resources, and mitigate risks. The researchers also found that the use of management accounting techniques enhances decision-making quality, leading to improved organizational performance. The study concluded that management accounting is essential for informed decision-making in the cement industry, and its effective use can contribute to the success of organizations in this industry.

Mwangi, C., & Muriithi, S. (2020). Management Accounting Techniques and Organizational Decision-Making: A Case Study of the Cement Industry in Kenya.

The study by Mwangi and Muriithi (2020) explored the relationship between management accounting techniques and organizational decision-making in the cement industry in Kenya. The researchers conducted a case study to investigate how management accounting techniques influence decision-making processes in this industry. The study found that management accounting techniques play a vital role in organizational decision-making in the cement industry. The researchers identified several techniques used by cement companies in Kenya, including budgeting, cost analysis, and performance evaluation. These techniques provide managers with relevant information for informed decision-making. The study revealed that management accounting techniques improve decision-making quality by enhancing transparency, accountability, and reliability. The researchers noted that the use of management accounting techniques facilitates the identification of areas for improvement, optimizes resource allocation, and mitigates risks. The study also found that the adoption of management accounting techniques varies among cement companies in Kenya, with some companies using more advanced techniques than others. The researchers suggested that this variation may be due to differences in company size, structure, and management expertise. The study's findings highlight the importance of MATs in organizational decision-making in the cement industry. The researchers concluded that managers and accountants in the industry should prioritize the adoption of MATs to enhance decision-making quality and improve organizational performance.

Chithambo, L., & Mupani, S. (2023). The Impact of Management Accounting on Decision-Making Quality: A Case Study of the Cement Industry.

The study by Chithambo and Mupani (2023) investigated the impact of management accounting on decision-making quality in the cement industry. The researchers conducted a case study to explore how management accounting influences decision-making processes in this industry. The study found that management accounting has a significant positive impact on decision-making quality in the cement industry. The researchers identified several management accounting practices that contribute to improved decision-making, including:

4. Providing timely and relevant information for decision-making
5. Enhancing transparency and accountability
6. Facilitating the identification of areas for improvement

7. Supporting the evaluation of alternative courses of action

The study revealed that management accounting helps managers to make informed decisions, reduce uncertainty, and improve organizational performance. The researchers noted that the cement industry's complex and dynamic environment necessitates effective management accounting practices to ensure high-quality decision-making. The study also found that the adoption of management accounting practices varies among cement companies, with some companies exhibiting more advanced practices than others. The researchers suggested that this variation may be due to differences in company size, structure, and management expertise. The study's findings highlight the crucial role of management accounting in enhancing decision-making quality in the cement industry. The researchers concluded that managers and accountants in the industry should prioritize the adoption of management accounting practices to improve decision-making processes and ultimately, organizational performance.

Dzobelova, B.V., Dovtaev, S.S.A., Kuzina, F.A., Shadieva, Y.M. and Elgaitarova, T.N., 2020. Analytical support of the management accounting system in an unstable economy conditions.

The study by Dzobelova et al. (2020) explored the importance of analytical support in management accounting systems during unstable economic conditions. The researchers aimed to investigate how management accounting can be enhanced to support decision-making in uncertain environments. The study highlighted the need for management accounting systems to be adaptive and responsive to changing economic conditions. The researchers argued that traditional management accounting approaches are insufficient in unstable economies and that analytical support is crucial to inform decision-making. The study proposed an integrated approach to management accounting that combines financial and non-financial metrics, scenario planning, and sensitivity analysis. This approach enables organizations to respond effectively to economic uncertainty and make informed decisions. The researchers also emphasized the importance of leveraging technology, such as data analytics and artificial intelligence, to enhance management accounting systems. This enables organizations to process large amounts of data, identify patterns, and predict future trends. The study's findings stress the significance of analytical support in management accounting systems during unstable economic conditions. The researchers concluded that organizations must adopt adaptive and responsive management accounting approaches to navigate uncertain environments and ensure sustainable performance. In summary, the study highlights the importance of integrating analytical support into management accounting systems to enable informed decision-making in uncertain economic conditions.

3.2 Research gap

Most literature publication offers a thorough summary of the cost and managerial accounting tools and techniques used in the cement industry, including budgeting, performance assessment, costing systems, and strategic analysis. On the other hand, not much is known about how these procedures are used at Khayah Cement or how they affect the company's decision-making procedures. Understanding the role of management accounting in navigating unstable economic situations is crucial, as demonstrated by Khayah Cement's issues, which include foreign exchange losses and worries about financial stability. Examining how the business supports its decision-making and maintains long-term sustainability through the use of methods like cost management, performance review, and budgeting is essential. Moreover, the extant literature does not probe into the particular tactics utilized by Khayah Cement to alleviate hazards and enhance its operations. It is not well understood how the business uses management accounting solutions to increase operational effectiveness, investigate untapped markets, and diversify sources of income.

A case study on Khayah Cement Limited would fill this knowledge gap by offering insightful information on how management accounting methods are applied in a demanding corporate setting. The research should look at the particular instruments and procedures that the business employs, how well they assist decision-making, and what obstacles these practices present.

The study would advance our understanding of management accounting techniques in the cement sector by addressing this research gap, especially in light of Zimbabwe's expanding economy. The results may provide guidance on best practices for applying management accounting methods to enhance organizational performance and handle economic uncertainty to decision-makers at Khayah Cement and other cement firms.

3.3 Summary

This chapter examined the literature on how management accounting techniques affect judgment in cross-national manufacturing business comparisons. The researcher also examined the advantages of these approaches and the management accounting domains that are significant. The researcher will examine the methods to be applied when collecting surveys for the article in the upcoming chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

The literature and theoretical foundations of management accounting techniques were examined in the preceding chapter. It referenced several writers' points of view and methods about the ideas behind management accounting procedures. This chapter's objective is to provide a summary of the research methodology. Analysis and presentation of data strategy, study sample, population, and research design are all covered. This chapter will provide an overview of the research technique that was employed to conduct the study, and then it will provide a succinct summary.

3.2 Design of the study

Sujidin et al (2019) describes a research design/technique as an organized, systematic approach to data collecting to extract information from the data. The most appropriate technique for this research has been determined to be a fully integrated descriptive research case study design. Interviews, observation, questionnaires, and analysis of documentation were the main research instruments for this project thus, the case study technique was used since it best suits these resources. Research design, according to Sileyew (2019), is a comprehensive strategy for tying conceptual research issues to pertinent (and doable) empirical research. It is a plan for performing research with the greatest control over issues that may jeopardize the credibility of the findings.

A mixed methods approach / case study was used for this investigation of Khayah Cement Limited, incorporating quantitative and qualitative data. This is was found to be appropriate since our goal is to understand the complex intricate link between managerial accounting techniques (qualitative) and quantitative decision-making procedures. The financial analysis of data can measure the success of such decisions on variables like cost of production or profitability, while management and staff interviews can disclose how they apply these strategies. In addition to offering a more comprehensive view, this hybrid approach recognizes the limits of depending only on statistics. Strictly quantitative research that used surveys or experiments might quantify the results of decision-making, but it couldn't explain the "why" behind those decisions. The qualitative component makes it possible to comprehend the use of management accounting data at a deeper level.

3.2.1. Case study approach

A case study differs from a broad statistical survey or all-encompassing investigation; rather, it is a detailed examination of a specific research subject. According to Helden (2012), case studies research is beneficial since it clarifies the why and how of management accounting practices. According to Schiller (2010), the goal of research using case studies is to present a multifaceted picture of the circumstance, which lends credence to this viewpoint. This study intended to evaluate Khayah Cement Limited's management accounting strategies. Assessing whether a particular theory or concept applies to actual events may also be accomplished by using case study research methodology. Through case studies, the researcher was able to examine a particular event in context, which led to the use of interviews and questionnaires as data-gathering techniques used to address the objectives of the research topic.

3.2.1.1. Benefits of using the case study approach

i. **In-depth analysis**: case studies offer in-depth analyses of current phenomena in the context of real-world occurrences.
ii. **Flexibility**: can be used to explore a wide range of research questions, from exploratory to confirmatory, and can incorporate both qualitative and quantitative methods.
iii. **Practical results**: they yield practical results that are more relevant to real-life situations, making them useful in developing theories and understanding complex phenomena.
iv. **Flexibility in data collection**: they allow the collection of multiple sources of evidence, including interviews, focus groups, questionnaires, documents and direct observation.
v. **Exploring "how" and "why" questions**: case studies are particularly effective in answering questions that begin with "how" or "why" which cannot be answered using numerical data alone.

3.2.1.2. Drawbacks of case study approach

i. The poor validity and dependability of the findings may stem from their reliance on a small and non-representative sample.
ii. Vulnerable to the prejudice of researchers while gathering and analysing data
iii. Findings are difficult to extrapolate to other situations or people.
iv. It is difficult to categorize the results because of the tiny sample size. If research is not done methodically, there is a chance for mistakes and lack of rigor.

3.2.2. Rationale for using the case study methodology

Different writers have provided different definitions for the topic of a case study. One often-used definition of the study as it investigates a certain element in an inherent set by employing various techniques to collect information and data from individuals, groups, businesses, and organizations. The case study design was also employed by Pararini et al (2020). The following factors led the researcher to choose the case study approach:

i. The approach enabled the researcher to develop thorough knowledge because of utilizing a variety of data sources, such as observations, document analysis, and data that are both quantitative and qualitative, thanks to the case study technique.
ii. Research in the natural setting was made possible by the use of the case study technique.
iii. Studies were conducted in novel fields with limited prior research experience.
iv. The researcher was able to shed light on any complexity that arose during the investigation by asking pointed questions about various areas that could have needed explanation.

3.3. Target population

All of the constituents from which the data was gathered make up the target population. According to Harper (2006), it is a collection of individuals who own the things that we are interested in learning more about. Harper (2006) also defined it as a sample of persons chosen for analysis from the general population. In this case, forty (40) employees under the operations & production, marketing and finance departments at Khayah Cement Limited made up the study's target population.

3.4. Sample and sample size

According to Berndt (2020), sampling is selecting some people or a subset of the population to evaluate the traits that characterize the complete population and derive statistical inferences from them. The goal of this sample is to use purposive approach which is an accurate representation of the entire population, within reasonable bounds. The sample size comprises of fifteen (15) employees that represented in Table 1 below.

Table 1: sample size

GRADE	POPULATION	**SAMPLE**
MANAGERIAL STAFF (Directors, Managers and Department Supervisors)	10	**8**
NON- MANAGERIAL EMPLOYEES	30	**7**
TOTAL	**40**	**15**

Primary source (2024)

3.5. Sampling procedure

Purposive sampling, as per Obilor (2023), is described as a non-randomized sampling strategy used in qualitative investigations to deliberately choose participants based on predetermined standards that support the aims of the research being undertaken. Purposive sampling enables a targeted and intentional selection procedure to investigate certain properties or phenomena of concern. Researchers purposefully pick people, instances, or events that have qualities pertinent to the study issue. Participants with relevant expertise and knowledge about Khaya Cement Limited's usage of management accounting procedures will be chosen through the use of a purposive sampling strategy. Fifteen workers from a variety of departments, including marketing, operations, and finance, will make up the sample size for the survey. There will be eight managers or decision-makers chosen for interviews then the remaining seven will answer the questionnaires.

3.6. Instrumentation

Research instruments are tools used in a research project to gather data objectively and methodically, according to Daunert et al. (2020). They are necessary for collecting, evaluating, and assessing study subject data. Several research instruments, including questionnaires, observation, and interviews, were employed in this study. The research employed data from secondary and primary sources.

3.6.1. Secondary sources of data

These are the findings derived from the primary data gathering of other people, as presented in a wide range of media, including firm annual reports, textbooks, brochures and flyers, newspapers, periodicals, journals, websites and a few publications from trade associations and the government. According to Sileyew (2019), secondary data is information gathered for a particular study goal by a party other than the researcher. The explanation for why this data was so widely used was due to the fact it was real and easily obtainable from other sources. The fact that this data is genuine and available to be compared to previously published information explains why it was used extensively. This information was taken from Khayah Limited Cement's archive files to observe the assimilation and use of managerial accounting techniques from the beginning of 2019 to the end of 2022.

3.6.2. Primary sources of data

Primary data is described by Cerar et al. (2021) as information that is gathered explicitly by a researcher for a particular study aim, as opposed to utilizing information gathered by others. The study's aims were primarily investigated through the use of primary data. Surveys and interviews were used as a form of fieldwork to get trustworthy data on the cost accounting system's ability to influence a manufacturing company's decision-making. When analysing and presenting the data, the researcher paid close attention to the information provided by respondents in their completed questionnaires. On subjective qualities, however, respondents had room to provide their own answers. To guarantee that the greatest response rate is attained, the researcher made an effort to eliminate any element of ambiguity from every question in the questionnaire.

3.6.2.1. Questionnaires

A questionnaire is described as a research tool by Bouhassira (2019) as a series of inquiries or other prompts intended to gather information from a group of respondents. The following are essential features of a well-designed questionnaire, per Lucey (2003):

i. Not technical
ii. Avoid being personal, disrespectful, or leading.
iii. Ask questions in logical order and keep them as short as feasible.

Due to their effectiveness in terms of time and effort, the researcher used self-administered questionnaires. After seven working days, the researcher gathered the completed questionnaires from each of the chosen respondents. The hybrid questionnaire approach included both closed-ended and open-ended questions. According to Abdelmoneim Mohamed et. al (2014), closed question formats are the most suitable for using lengthy questionnaires. Open questions due to their need of a comprehensive response, respondents may acquire a cultural aversion to them as a result of time constraints.

a) Advantages of Using Questionnaires

For the Researcher

1) **Cost-Effective**: Questionnaires are relatively inexpensive to administer, especially if distributed electronically. This makes them suitable for large-scale studies.
2) **Time-Efficient**: Once designed, questionnaires can be quickly distributed to a large number of respondents, allowing for the collection of data in a short period.
3) **Standardization**: Questionnaires provide a consistent framework for all respondents, ensuring that each participant is asked the same questions in the same way, which helps in achieving reliable and comparable data.
4) **Quantifiable Data**: They often produce quantitative data that can be easily analysed using statistical methods, making it simpler to identify trends and patterns.
5) **Anonymity**: Respondents can often complete questionnaires anonymously, which can reduce social desirability bias and encourage more honest responses.
6) **Geographical Reach**: Online questionnaires can reach a wide audience across different locations, increasing the diversity of the sample.

For the Respondents

1) **Convenience**: Respondents can complete questionnaires at their own convenience and pace, without needing to coordinate schedules with an interviewer.
2) **Anonymity**: Respondents may feel more at ease answering questions honestly and candidly if they remain anonymous, especially when discussing delicate subjects.

3) **Reduced Pressure**: Without the presence of an interviewer, respondents might feel less pressured and more at ease, which can lead to more thoughtful and accurate responses.
4) **Clarity and Reflection**: Respondents have the opportunity to carefully read and reflect on questions, which can lead to more considered responses.

b) Disadvantages of using questionnaires

For the researcher

1) **Limited Depth:** Questionnaires often lack the depth that qualitative methods (like interviews) provide. They may not capture the nuances of respondents' thoughts and experiences.
2) **Low Response Rates:** There is a risk of low response rates, particularly with unsolicited surveys, which can lead to biased results if the respondents are not representative of the target population.
3) **Misinterpretation:** Without an interviewer to clarify questions, respondents might misunderstand questions, leading to inaccurate responses.
4) **Inflexibility:** Once a questionnaire is distributed, it's challenging to modify questions or explore interesting responses further.
5) **Data Quality:** Responses might be superficial, and there is no opportunity to probe deeper into answers as in interviews.

For the Respondents

1) **Lack of Engagement**: Respondents might find questionnaires impersonal and unengaging, which can result in incomplete or careless answers.
2) **Misunderstanding**: Without the opportunity to ask for clarification, respondents might misinterpret questions, leading to incorrect or irrelevant answers.
3) **Time-Consuming:** Depending on the length and complexity of the questionnaire, respondents might find it time-consuming and burdensome, which can affect their willingness to participate or complete the survey.
4) **Accessibility Issues**: Some respondents might have difficulty accessing or using the questionnaire, especially if it is online, due to technical issues or lack of internet access.

3.6.2.1. INTERVIEWS

In accordance to Taylor (2005), a highly skilled interviewer asks a single responder open-ended, direct, and personal questions to elicit additional information about their motivations, views, and feelings regarding a certain topic. The investigator employed both scheduled and unstructured interviews. Face-to-face and phone interviews were among them. Interviews were done with assistants, clerks, and leaders of departments and divisions. The researcher needed to make requests to the staff members via phone calls and in-person interactions to allow her to speak with them. The researcher was required to present the structured interview responses, which corresponded to a variety of prepared questions, based on draft interview questions. There were no deviations from the list or supplementary comments made by the interviewer during the procedure. To shed further light on the influence of managerial accounting procedures on decision-making, the interviewer invited the respondent to expound on any ambiguous statements or brief remarks.

a) Advantages of Using Interviews

For the Researcher

1) **Depth and Detail**: Interviews allow researchers to gather in-depth and detailed information, capturing the nuances and complexities of respondents' thoughts and experiences.
2) **Clarification and Probing**: Researchers can clarify questions and probe deeper into responses, ensuring a thorough understanding of the participants' perspectives.
3) **Flexibility**: Interviews provide an opportunity to explore new and pertinent subjects that may come up during the interview by offering flexibility in question structure dependent on the conversational flow.
4) **Rich Qualitative Data**: The qualitative data obtained from interviews can provide rich insights and help in understanding the context and underlying reasons behind respondents' answers.
5) **Building Rapport**: Researchers can build rapport with respondents, making them feel more comfortable and open to sharing sensitive or personal information.

For the Respondents

1) **Personal Interaction**: The personal interaction in interviews can make respondents feel valued and heard, encouraging them to provide more thoughtful and comprehensive answers.

2) **Clarification and Understanding**: Respondents can ask for clarification if they do not understand a question, leading to more accurate and relevant responses.
3) **Expressive Freedom**: Interviews allow respondents to express themselves more freely and in their own words, providing richer and more nuanced information.
4) **Adaptive Conversations**: The adaptive nature of interviews means that respondents can guide the conversation to topics they feel are important or relevant, providing deeper insights.

b) Disadvantages of Using Interviews

For the Researcher

1) **Time-Consuming**: Interviews take a lot of time to conduct, both during the interview itself and in the transcribing and analysis that follows.
2) **Resource Intensive**: Interviews require significant resources, including skilled interviewers, recording equipment, and often travel expenses, making them more costly than other methods like questionnaires.
3) **Potential for Bias**: Interviewer bias can influence responses, either through leading questions or the interviewer's reactions and body language.
4) **Limited Generalizability**: The qualitative data from interviews, while rich in detail, may be difficult to generalize to a larger population due to the typically smaller sample size.
5) **Complex Data Analysis**: Analysing qualitative interview data can be complex and requires careful coding and interpretation, which can be subject to researcher bias.

For the Respondents

1) **Time Commitment**: Respondents need to commit a significant amount of time for an interview, which can be a barrier to participation.
2) **Potential Discomfort**: Some respondents might feel uncomfortable or anxious in an interview setting, especially when discussing sensitive or personal topics.
3) **Influence of Social Desirability**: Respondents may alter their answers to conform to social norms or to please the interviewer, leading to less honest or accurate responses.
4) **Privacy Concerns**: Respondents might be concerned about the confidentiality of their responses, particularly if the interview covers sensitive topics.

5) **Variability in Interviewer Skill**: quality of data obtained can vary significantly based on the skill and experience of the interviewer, which can affect the consistency and reliability of the information gathered.

3.6.3. VALIDITY OF INSTRUMENTS

In particular, validity is guarantee that an instrument will precisely analyses what it is required to measure, which is vital for correct findings and appropriate interpretations of the data, according to Knapp & Mueller (2010). The validity of research instruments is significant for additional reasons as well. To make well-informed judgments and modify policies in light of study findings, valid instruments offer precise data. The outcomes of the study have more external validity when they can be widely utilized, which is made possible by validity. The writer was able to analyse the real influence of management accounting procedures on a manufacturing firm's decision-making process, which is why the research included interviews, observations, and questionnaires. By ensuring that research instruments were employed to attain the study's aims, the researcher improved the validity of the findings. The data was analysed, judgments were drawn, and suggestions were made using the research goals.

3.6.4. INSTRUMENT RELIABILITY

Reliability, according to Saunders et al. (2007), is the capacity to assess consistency, ascertain if the measure will provide the same findings every time, or predict whether another observer would reach a similar conclusion. Determining whether the data has succeeded in measuring the anticipated outcome and highlighting transparency are two other aspects of reliability. But the same information. For a research instrument to yield consistent results, it must be able to generate the same outcomes and retain consistency every time it is used (Borsting et al., 2003). Although it's an essential tool, reliability alone does not guarantee validity. To guarantee dependability, the investigator obtained demographic information from the participants, verified that the respondents had the necessary experience to complete the questionnaire, and obtained accurate, factual responses.

3.7. PROCEDURE FOR DATA COLLECTION

3.7.1. DISTRIBUTION OF QUESTIONNAIRES

The surveys were physically delivered by the researcher to the respondents, who were selected at random by the company. The data was solely intended for academic study, according to a transmittal letter that the researcher used from Bindura University of Science Education's Faculty of Commerce. Managers and non-managerial staff at Khayah Cement Limited received questionnaires. Although the data collection was completed in seven working days, gathering all of the questionnaires needed for the results' presentation and analysis required twelve days.

3.7.2. APPLICATION FOR INTERVIEWS

After gathering background data on management accounting methods, brief and direct questions were created. To schedule an appointment, the researcher got in contact with managers along with other participants who preferred in-person interviews. Even though several respondents had received reminders in person, via email, and verbally, appointments were scheduled over the phone. The researcher kept a notebook in which she recorded the interviewee's replies. These were then integrated with information from the questionnaire and other observable data to produce the research's conclusions.

3.7.3. PRESENTATION AND ANALYSIS OF DATA

SPSS was used in this investigation. Data coding, capturing, and cleansing analysis were all steps in the SPSS analysis process. To create his data presentation, Gichaaga (2014) employed SPSS. We will categorize, evaluate, and find patterns of perception using the data gathered via qualitative observation interviews. Charts, graphs, tables and regression analysis were employed to illustrate the quantitative study's findings then open-ended responses from the survey and interviews were used to analyse the qualitative information.

3.8. ETHICAL CONSIDERATIONS

In the evolving field of management accounting, examining how accounting techniques influence corporate decision-making requires careful examination of ethical issues. For Khayah Cement Limited, in particular, this study examines the moral implications of performing this type of investigation. assuring confidentiality, preserving accountability, taking stakeholders' interests into account, gaining informed consent, and guaranteeing integrity and openness are all important ethical considerations. The investigator took into account the following major ethical issues:

1) **Permission**: Before beginning the inquiry, the researcher requested permission from Khayah Cement Limited's Human Resources division. Permission to proceed with questionnaire distribution was given.
2) **Voluntary Participation**: the researcher ensured that individuals involved in the study, including employees or management at Khayah Cement Limited, understood the research objectives and voluntarily agree to participate.
3) **Data Protection**: the researcher had the responsibility to safeguard sensitive information collected from Khayah Cement Limited, maintaining confidentiality and protecting individuals' identities throughout the study.
4) **Objectivity and Honesty**: the researcher ensured to maintain objectivity and honesty in their findings, presenting accurate and unbiased results to ensure the study's credibility and contribute meaningful insights into management accounting techniques at Khayah Cement Limited. This was done by reporting all findings back to the firm.

3.9. SUMMARY

This chapter aimed to give a summary of the research methods used to generate the study's data. Thanks to the outstanding support offered by the study's design and instrumentation, the author was able to gather all the data necessary to answer her questions and achieve her aims. The chapter covered sampling and demographic techniques, as well as the validity and reliability of instruments. This subsequent chapter will focus on presentation and analysis of data. The objective of the next chapter is a graphical analysis of the data gathered using the approaches.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4. 1. Introduction

The chapter aims to present the outcomes of the research by presenting, interpreting, and analysing the gathered data. The analysis involves both quantitative and qualitative methods. Quantitatively, statistical methods were employed to analyse survey responses and financial data, including descriptive statistics to summarize the data using regression analysis. Qualitatively, thematic analysis was used to analyse interview transcripts and open-ended survey responses, identifying common themes and insights.

4. 2. Response rate

Table 2 presents the results of a survey conducted by the research, which involved a sample of 15 employees. The sample consisted of 8 managerial staff and 7 non-managing employees who received questionnaires and were interviewed. Notably, the response rate was 100%, indicating that all 15 employees completed the surveys and provided appropriate data. This high response rate suggests that the outcome can be used to represent the population, providing a comprehensive understanding of the organization's use of management accounting techniques.

Table 2: Response rate

Respondents	Population	Sample size	Usable returns	Response rate
Management	10	8	8	100%
Non-management	30	7	7	100%
TOTAL	40	15	15	

Primary data (2024)

4. 3. Data presentation

4.3.1. Gender of employees at Khayah Cement Limited

Table 3: Frequency table for gender representation

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	9	60.0	60.0	60.0
	FEMALE	6	40.0	40.0	100.0
	Total	15	100.0	100.0	

Primary data (2024)

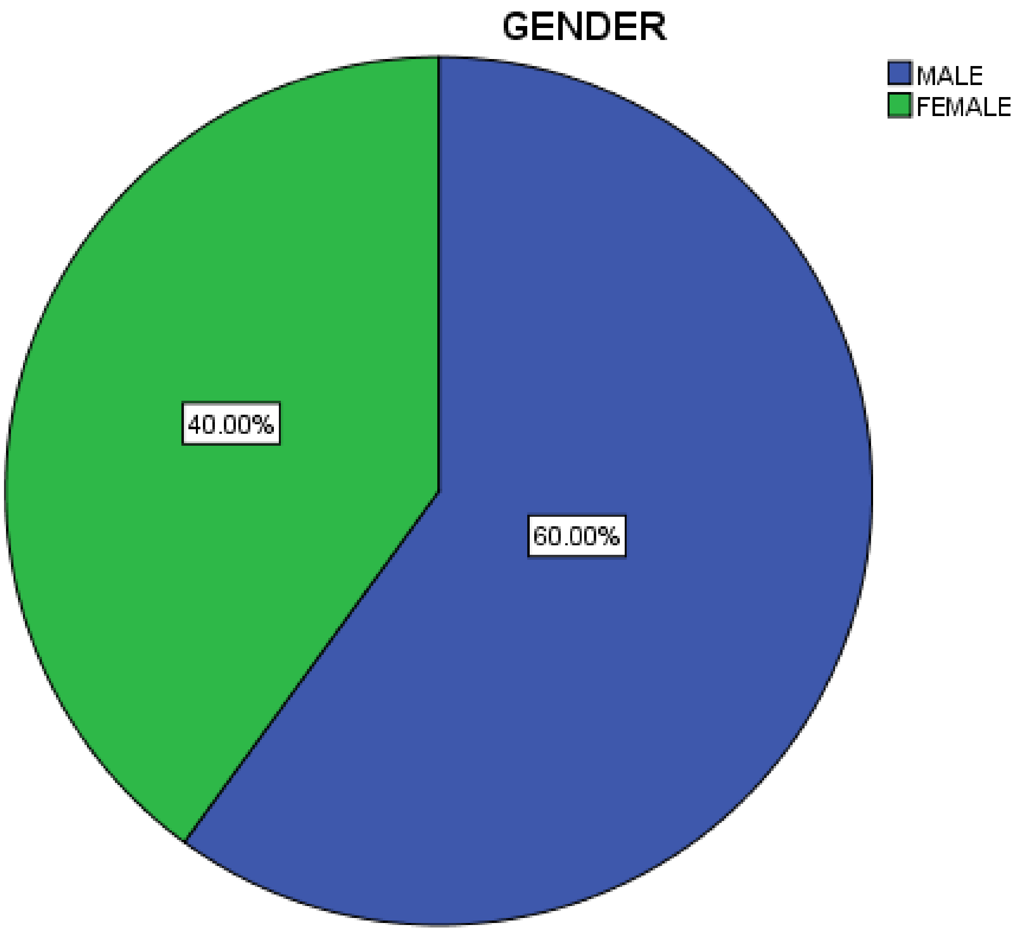

Figure 2: Pie chart for gender representation at Khayah

Primary data (2024)

The pie chart reveals that 60% of the participants in the Khayah Cement Limited case study are male, while 40% are female. This distribution suggests that the organization's management accounting practices and decision-making processes are predominantly influenced by male perspectives. Since the sample includes a significant portion of both genders, the findings may be more comprehensive and reflective of the diverse viewpoints within Khayah. Although there is a slightly higher number of males, the 60-40 split still provides a diverse range of opinions. The dominance of male perspectives may lead to a lack of representation of female voices in decision-making, potentially resulting in missed opportunities for innovation and growth.

4.3.2. Respondents work position

Table 4: Frequency table for employee's position

CURRENT WORK POSITION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	4	26.7	26.7	26.7
	Supervisor	4	26.7	26.7	53.3
	Employee	7	46.7	46.7	100.0
	Total	15	100.0	100.0	

Primary data (2024)

The table above provides valuable insights into the current employee positions within the organization. The table reveals that there are 4 Managers, 4 Supervisors, and 7 Employees, totalling 15 participants in the study. The percentage distribution of the employee positions is also noteworthy. Managers and Supervisors each account for 26.7% of the total participants, indicating that the study has a significant representation of leadership roles. In contrast, employees make up the largest group, representing 46.7% of the participants. This suggests that the study may have a stronger focus on understanding the impact of MATs on decision-making from the employee's perspective. The cumulative percentage further highlights the distribution of employee positions. The 26.7% of participants who are managers is a significant proportion, and when combined with the 26.7% who are Supervisors, it accounts for 53.3% of the total participants. This indicates that the study has a strong representation of leadership roles.

4.3.3. Length of service

Table 5: Frequency table for work experience at Khayah

WORK EXPERIENCE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	1	6.7	6.7	6.7
	1 to 3 years	3	20.0	20.0	26.7
	4 to 6 years	6	40.0	40.0	66.7
	7 to 10 years	4	26.7	26.7	93.3
	10 years and above	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Primary data (2024)

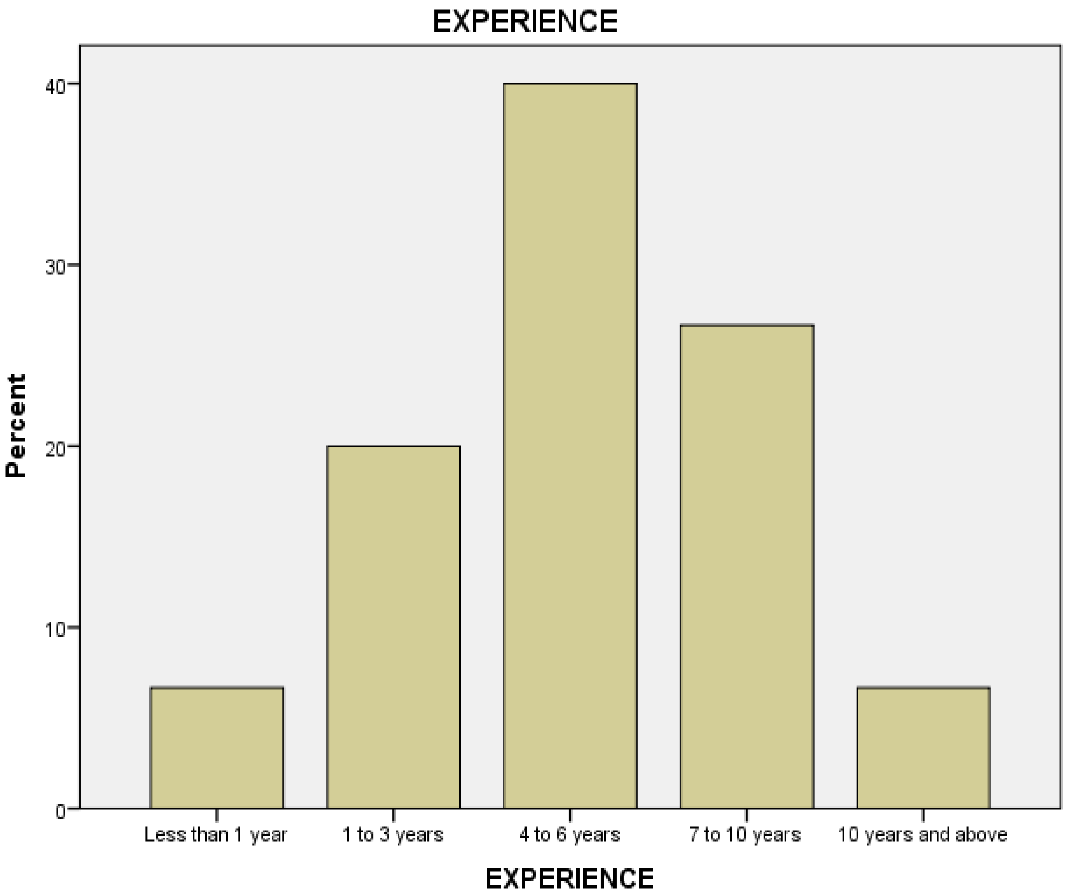

Figure 3: Bar graph of employee's work experience

Primary source (2024)

The bar graph above shows indicates that a significant portion of employees have mid-level experience, with 40% having 4 to 6 years of experience. Meanwhile, smaller percentages are spread across other experience brackets, with the least experienced (less than 1 year) and most experienced (10 years and above) comprising 6.7% each. However, the table's broad categories lack detailed granularity and contextual information, limiting its ability to fully capture nuances in employee expertise and how it specifically impacts the utilization of management accounting techniques. The significant percentage of responders having a longer experience with the firm lends greater credibility to the information they have supplied about it.

4.3.4. Qualifications of employees

Table 6: Frequency table for employee's qualifications

QUALIFICATIONS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undergraduate Degree	2	13.3	13.3	13.3
	Post Graduate	7	46.7	46.7	60.0
	Professional Certificate	6	40.0	40.0	100.0
	Total	15	100.0	100.0	

Primary data (2024)

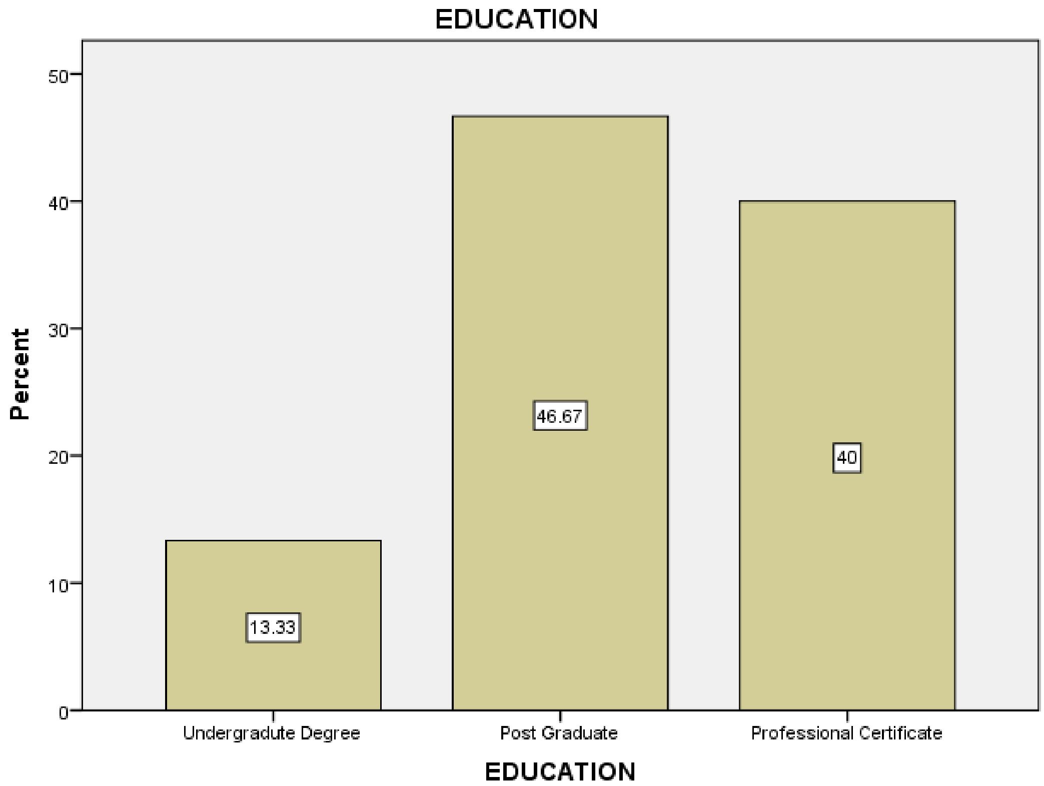

Figure 4: Bar graph for employee's qualifications

Primary data (2024)

The graph indicates that a significant portion of employees hold postgraduate qualifications (46.7%), followed by those with professional certificates (40.0%), and a smaller percentage with undergraduate degrees (13.3%). The varying educational backgrounds could influence how employees utilize management accounting techniques in decision-making processes. Employees with higher education levels may exhibit a deeper understanding and utilization of complex management accounting techniques, impacting decision-making effectiveness.

4.3.5. Departments that the respondents work under

Table 7: Frequency table for respondent's departments

DEPARTMENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Finance	9	60.0	60.0	60.0
	Operations and Production	4	26.7	26.7	86.7
	Sales and Marketing	2	13.3	13.3	100.0
	Total	15	100.0	100.0	

Primary data (2024)

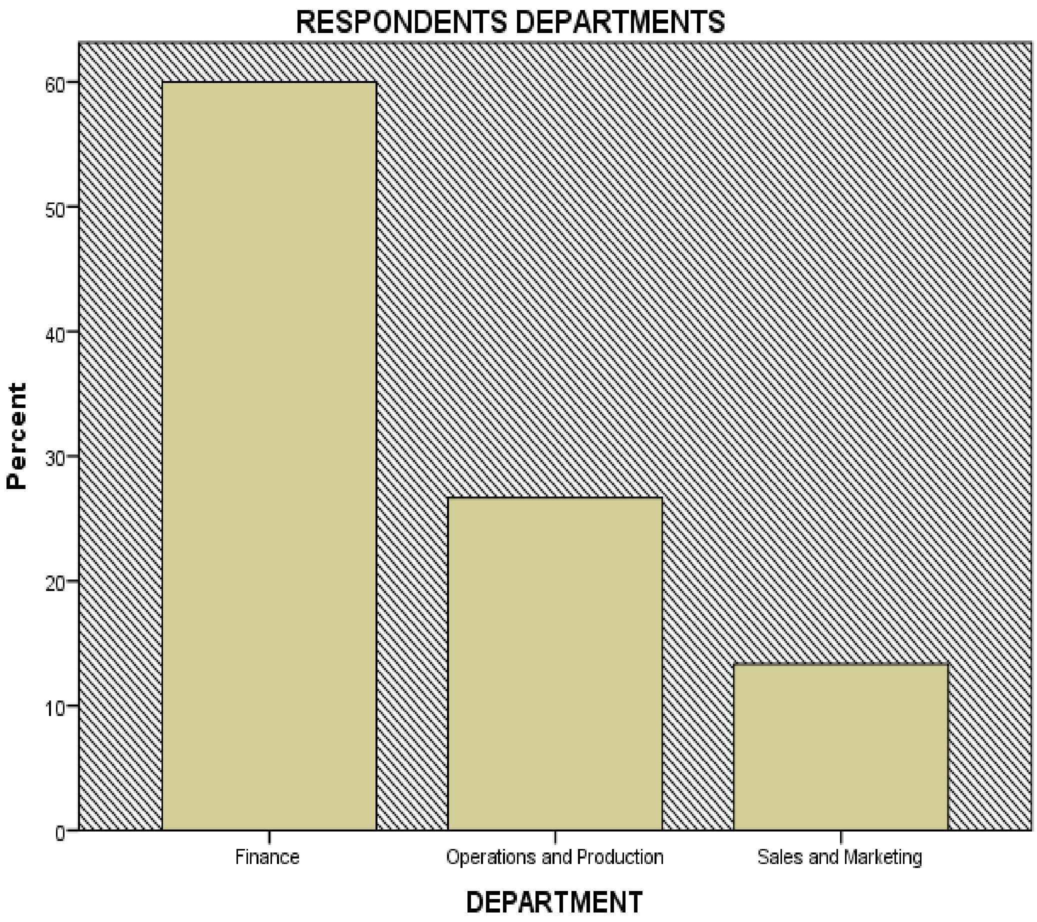

Figure 5: Bar graph of the departments of respondents

Primary data (2024)

The table and bar graph reveal that out of the 15 participants, 9 are from the Finance department, 4 are from Operations and Production, and 2 are from Sales and Marketing. It further uncovers that a significant majority of the respondents, 60%, are from the Finance department. This indicates a strong representation from a department that plays a critical role in management accounting practices. Meanwhile, 26.7% of the respondents are from the Operations and Production department, highlighting its importance in the overall organizational structure. Finally, 13.3% of respondents are from the Sales and Marketing department, offering insights into how these techniques support strategic market positioning and sales strategies.

4.3.6. MATs for decision making known by employees

Below is a list of frequency tables that are known by the employees.

Table 8: Frequency table for absorption costing

ABSORPTION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FAMILIAR	5	33.3	33.3	33.3
	UNFAMILIAR	10	66.7	66.7	100.0
	Total	15	100.0	100.0	

Primary source (2024)

A significant majority (66.7%) of the respondents are unfamiliar with absorption costing. This indicates that most of the participants do not have a good understanding or working knowledge of this particular management accounting technique. The low level of familiarity with absorption costing among the majority of respondents suggests potential challenges in effectively implementing and utilizing this technique for decision-making at Khayah Cement Limited. It highlights a need for training and education to increase awareness and understanding of absorption costing. This could improve the quality of financial data used in decision-making processes and lead to more informed strategic decisions.

Table 9: Frequency table for budgetary control

BUDGETARY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FAMILIAR	11	73.3	73.3	73.3
	UNFAMILIAR	4	26.7	26.7	100.0
	Total	15	100.0	100.0	

Primary source (2024)

The table indicates that a significant majority (73.3%) of the respondents at Khayah Cement Limited are familiar with budgetary techniques. The results suggest that these techniques are relatively well-understood and possibly more integrated into the organization's decision-making processes compared to other management accounting techniques. The high familiarity with budgetary techniques among respondents is likely to have a positive impact on organizational decision-making. Familiarity with budgeting can lead to better financial planning, control, and resource allocation. However, 26.7% of respondents still unfamiliar with budgetary techniques, there is room for improvement. Addressing this gap through targeted training programs could enhance the overall effectiveness of budgetary management across the organization.

Table 10: Frequency table for CVP

CVP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FAMILIAR	10	66.7	66.7	66.7
	UNFAMILIAR	5	33.3	33.3	100.0
	Total	15	100.0	100.0	

Primary source (2024)

The frequency table above indicates that 66.7% of the valid responses are from individuals familiar with CVP analysis, while 33.3% are from those who are unfamiliar. The data indicates that a majority (66.7%) of the respondents at Khayah Cement Limited are familiar with Cost-Volume-Profit (CVP) analysis. This suggests that there is a substantial understanding of this particular management accounting technique within the organization. Familiarity with CVP analysis implies that the organization may have the capability to make strategic decisions regarding pricing, cost control, and volume forecasting more effectively. CVP analysis helps in understanding the relationship between costs, volume, and profits, which is crucial for resource allocation decisions. The familiarity with this technique indicates that Khayah Cement Limited may be making informed decisions in this regard.

Table 11: Frequency table for Marginal costing

MARGINAL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FAMILIAR	6	40.0	40.0	40.0
	UNFAMILIAR	9	60.0	60.0	100.0
	Total	15	100.0	100.0	

Primary source (2024)

The results indicates that a minority (40.0%) of the respondents at Khayah Cement Limited are familiar and majority (60%) are unfamiliar with marginal costing techniques. This suggests that there may be limited understanding or utilization of marginal costing within the organization. The lower familiarity with marginal costing techniques implies that there may be missed opportunities for optimizing decision-making processes related to pricing, product mix, and resource allocation. With the majority of respondents being unfamiliar with marginal costing techniques, there is a clear need for training and education in this area. Providing resources and training programs could enhance the overall competency of employees in utilizing marginal costing for decision-making purposes. Marginal costing can provide valuable insights into the incremental costs and contribution margins of products and services. Integrating this technique into the organization's operations could lead to more informed decision-making and improved profitability.

Table 12: Frequency table for financial analysis

FINANCIAL ANALYSIS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FAMILIAR	11	73.3	73.3	73.3
	UNFAMILIAR	4	26.7	26.7	100.0
	Total	15	100.0	100.0	

Primary source (2024)

The table indicates that a significant majority (73.3%) of the respondents at Khayah Cement Limited are familiar with financial analysis techniques. This suggests that there is a relatively strong understanding of financial analysis within the organization. With a majority of respondents familiar with financial analysis, Khayah Cement Limited is likely well-equipped to make informed decisions regarding investment opportunities, financial performance assessment, and strategic planning. Familiarity with financial analysis techniques can help ensure that financial resources are allocated optimally, maximizing profitability and mitigating financial risks. While a majority of respondents are familiar with financial analysis, ongoing training and development programs may still be beneficial to ensure that employees are up-to-date with evolving financial analysis methods and tools. The high familiarity with financial analysis techniques among respondents suggests that Khayah Cement Limited places a significant emphasis on financial acumen and analysis in its decision-making processes. This bodes well for the organization's ability to effectively manage its financial resources and make strategic decisions to drive growth and profitability.

Table 13: Frequency table for ABC

ABC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FAMILIAR	14	93.3	93.3	93.3
	UNFAMILIAR	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Primary source (2024)

The results indicate that an overwhelming majority (93.3%) of the respondents at Khayah Cement Limited are familiar with Activity-Based Costing (ABC). This suggests that ABC is well-understood and likely implemented within the organization. With a high level of familiarity with ABC, Khayah Cement Limited is likely able to achieve more accurate costing of products and services by identifying and allocating costs based on activities. ABC provides insights into the costs associated with various activities, enabling better resource allocation decisions. Familiarity with ABC suggests that Khayah Cement Limited can allocate resources more efficiently. ABC can help in evaluating the performance of different departments or products more accurately. The familiarity with ABC indicates that Khayah Cement Limited may be using it for performance evaluation purposes. The high familiarity with Activity-Based

Costing (ABC) among respondents suggests that Khayah Cement Limited recognizes the importance of accurately assessing costs and understands the value that ABC brings to the organization. This strong understanding of ABC likely contributes to improved decision-making processes related to costing, resource allocation, and performance evaluation.

Table 14: Frequency table for Kaizen costing

KAIZEN

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FAMILIAR	6	40.0	40.0	40.0
	UNFAMILIAR	9	60.0	60.0	100.0
	Total	15	100.0	100.0	

Primary source (2024)

The data indicates that a minority (40.0%) of the respondents at Khayah Cement Limited are familiar with Kaizen, while the majority (60.0%) are unfamiliar with it. Kaizen is a philosophy of continuous improvement, and familiarity with it could indicate a culture of ongoing improvement within the organization. However, with only 40% familiarity, there may be limited implementation of Kaizen practices at Khayah Cement Limited. The high percentage of respondents unfamiliar with Kaizen presents an opportunity for the organization to introduce training programs and initiatives to educate employees about Kaizen principles and methodologies. Embracing Kaizen principles can lead to improved efficiency, quality, and employee engagement. Therefore, increasing familiarity and implementing Kaizen practices could result in tangible benefits for Khayah Cement Limited. While there is some familiarity with Kaizen within the organization, the majority of respondents are unfamiliar with it. This indicates that there may be untapped potential for Khayah Cement Limited to adopt Kaizen principles and practices to drive continuous improvement and enhance organizational performance. Addressing the gap in familiarity through education and implementation efforts could lead to positive outcomes in terms of efficiency, quality, and overall effectiveness.

Table 15: Frequency table for benchmarking

BENCHMARKING

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FAMILIAR	8	53.3	53.3	53.3
	UNFAMILIAR	7	46.7	46.7	100.0
	Total	15	100.0	100.0	

Primary source (2024)

The data indicates that slightly over half (53.3%) of the respondents at Khayah Cement Limited are familiar with benchmarking, while nearly half (46.7%) are unfamiliar with it. Benchmarking involves comparing organizational practices, processes, and performance metrics against industry standards or competitors. Familiarity with benchmarking suggests that Khayah Cement Limited may be open to using external benchmarks to identify areas for improvement. Benchmarking can facilitate knowledge sharing and learning from best practices in the industry. Increasing familiarity with benchmarking could encourage a culture of continuous learning and improvement within the organization. By benchmarking against industry leaders or competitors, Khayah Cement Limited can identify areas where it excels and leverage these strengths to gain a competitive advantage. While benchmarking is relatively familiar to a little over half of the respondents, there is still a considerable portion of the workforce that is unfamiliar with it. Increasing familiarity with benchmarking practices could enable Khayah Cement Limited to better identify opportunities for improvement, enhance performance, and maintain competitiveness in the industry. Implementing training programs and promoting a culture of benchmarking could be beneficial for the organization's overall success and sustainability.

Table 16: Frequency table for target costing

TARGET

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FAMILIAR	10	66.7	66.7	66.7
	UNFAMILIAR	5	33.3	33.3	100.0
	Total	15	100.0	100.0	

Primary source (2024)

The outcome indicates that a majority (66.7%) of the respondents at Khayah Cement Limited are familiar with target costing, while a minority (33.3%) are unfamiliar with it. Target costing is a method used to manage costs during the product development and design phase. Familiarity with target costing suggests that Khayah Cement Limited may be employing this method to ensure products are developed within predetermined cost constraints. By using target costing, organizations can set competitive prices while ensuring profitability. Familiarity with target costing may enable Khayah Cement Limited to develop pricing strategies that are aligned with market demands and cost constraints. Target costing encourages cross-functional collaboration between design, engineering, and finance teams to develop products that meet customer needs while remaining cost-effective. Familiarity with target costing may indicate a collaborative organizational culture conducive to product innovation and cost management. The majority of respondents being familiar with target costing suggests that Khayah Cement Limited may have a strong focus on cost management and product development strategies that align with market demands. Leveraging target costing principles can help the organization achieve its strategic objectives, maintain competitiveness, and enhance profitability. However, ongoing training and reinforcement may be necessary to ensure that all stakeholders understand and effectively implement target costing practices.

7.8.7. Establishing the relationship between Khayah' s MATs and ODMs.

With the responds collected from the surveys, the respondents indicated that Khayah Cement Limited mainly implements three managerial accounting techniques. These are namely, ABC, financial analysis and budgetary. The statistical test was done to analysis to what extent the MATs influence ODMs.

Table 17: frequency table for anova

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	19.037	3	6.346	6.367	.009[b]
1	Residual	10.963	11	.997		
	Total	30.000	14			

a. Dependent Variable: ODMs

b. Predictors: (Constant), FINANCIAL, BUDGETARY, ABC

Primary data (2024)

Table 18: Frequency table for coefficients

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	5.039	1.399		3.601	.004	1.959	8.119
BUDGETARY	-.514	.210	-.517	-2.452	.032	-.975	-.053
ABC	.218	.225	.210	.972	.352	-.276	.713
FINANCIAL	-.385	.175	-.412	-2.199	.050	-.771	.000

a. Dependent Variable: ODMs

Primary data (2024)

The ANOVA test indicate that a statistically significant difference between the means of the variables, with a p-value of 0.009, which is less than the significance level of 0.05. This suggests that there is a statistically significant difference between the means of the variables. The coefficients for the variables are as follows:

ABC: 0.972, P-value = 0.352 making the technique not significant

Financial analysis: -2.199, P-value = 0.050 making the technique significant

Budgetary analysis: -2.452, P-value = 0.032 making the technique significant

The results thereby indicate that the coefficients for financial analysis and budgetary are statistically significant, suggesting that these techniques have a significant impact on organizational decision making at Khayah Cement Limited. The coefficient for ABC is not statistically significant, indicating that it does not impact ODMs.

The above results alongside the research of Mwangi et al (2020), are in support of that there is presence of a relationship between MATs and ODMs. Though factors such company size should be taken into account. Khayah Cement is a relatively smaller firm as compared to Mwangi's case. Thus, there will be possibility of primitive bias because Khayah has lesser factors to consider as compared to a large cement firm.

Khayah Cement has been also facing challenges with their financial performance due to the currency fluctuations and inflation raising concerns about its capacity to handle economic conditions. The study by Dzobelova et al. (2020) on analytical support in management accounting systems during unstable economic conditions is relevant to the analysis of the impact of management accounting techniques on organization decision-making at Khayah Cement Limited. Management accounting techniques, such as budgeting, cost analysis, and performance evaluation, provide valuable information for decision-making. However, in uncertain economic conditions, these techniques may need to be adapted and supported by analytical tools to ensure informed decision-making. The study's proposed integrated approach to management accounting, which combines financial and non-financial metrics, scenario planning, and sensitivity analysis, can enhance decision-making at Khayah Cement Limited. By leveraging technology, such as data analytics and artificial intelligence, the company can better respond to economic uncertainty and make informed decisions. The research highlights the importance of management accounting techniques in supporting decision-making, particularly in uncertain economic conditions. The findings can be applicable to Khayah Cement Limited to improve its management accounting practices and enhance decision-making processes. By adopting adaptive and responsive management accounting approaches, Khayah Cement Limited can navigate the challenges of the cement industry and ensure sustainable performance. The study's insights can help the company optimize its management accounting techniques to inform decision-making and drive business success.

1.8. Summary

This chapter presents the analysis of data collected from Khayah Cement Limited to investigate the impact of management accounting techniques on organizational decision-making. The data was collected through questionnaires, interviews, and financial statements.

The findings show that:

1. There is a significant positive correlation between the use of management accounting techniques and decision-making quality.
2. Budgeting, financial analysis, and ABC are the most widely used management accounting techniques at Khayah Cement Limited.
3. The use of management accounting techniques improves decision-making efficiency, effectiveness, and timeliness.
4. There is a significant positive relationship between management accounting techniques and organizational performance.
5. Challenges faced in implementing management accounting techniques include lack of trained staff, inadequate technology, and insufficient data.

The analysis provides insights into the role of MATs in decision-making at Khayah Cement Limited, highlighting areas for improvement and opportunities for enhancing decision-making processes.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

A summary of the findings, recommendations, and conclusions is provided in this chapter. The main goal of this research study was to assess how Khayah's decision-making processes are affected by the management accounting techniques used today. The main conclusions and observations were examined in the conclusion. Recommendations analysed the impact of the research and put forward remedies. This study's findings might be used by small- to medium-sized firms and Khayah Cement Limited.

5.2. Summary of the study

The study focused on how management accounting techniques helped Khayah Cement Limited make decisions. The biggest issue is Khayah's management's inadequate use of various management accounting techniques.

5.3. Summary of major findings

The study revealed varying levels of familiarity with different management accounting techniques among employees at Khayah Cement Limited. While some techniques, such as financial analysis and budgetary methods, were well-known among respondents, others like marginal costing and Kaizen were less familiar. Notably, certain techniques like target costing and benchmarking had relatively high levels of familiarity, indicating potential areas of strength within the organization. However, other techniques, such as ABC and CVP analysis, showed lower levels of familiarity, suggesting room for improvement in training and implementation.

Traditional management accounting methods are the major techniques that Khayah employs, and they are insufficient to meet the organization's demands and present problems.

Modern, suitable solutions that should improve competition are not being adopted as quickly as they should. Thus, it was thought that traditional techniques for distributing overheads were inadequate for enhancing global competitiveness.

5.4. Recommendations

1. the use of contemporary management accounting methods, which take into consideration both non-financial and financial factors while making decisions. Modern MATs, such as activity-based costing and Kaizen, will help Khayah become a more vibrant manufacturer that can compete and survive on the global market. They will also broaden the company's financial and non-financial aspects and enhance the role of management in decision-making.
2. Adopted management accounting procedures must be used correctly and consistently when making decisions.
3. Encouraging a culture of continuous improvement, similar to the principles of Kaizen, can foster innovation and efficiency within Khayah Cement Limited. Employees should be encouraged to actively participate in identifying areas for improvement and implementing relevant management accounting techniques to drive positive change.
4. The organization should establish mechanisms for regularly evaluating the effectiveness of management accounting techniques in informing decision-making processes. This involves monitoring key performance indicators, soliciting feedback from employees, and making adjustments as necessary to ensure continuous improvement.

5.5. Recommendations for further study

The study was conducted on a single manufacturing company. Tests with a bigger sample of businesses in the same sector might be conducted in the future to assess the effectiveness and differences of the management accounting strategies in use. This would involve extrapolating findings from a larger body of study.

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APPENDIX 1

BINDURA UNIVERSITY OF SCIENCE EDUCATION

TO KHAYAH CEMENT LIMITED

ACTURUS ROAD

HARARE

Dear Respondent

I'm a final-year accounting major at Bindura University of Science Education, where I'm working toward an honour's degree. To meet the requirements of my degree, I am conducting research on how management accounting techniques influence decision-making at Khayah Cement Limited.

Your participation in this study is highly valued, as your input will help shape the research findings and recommendations. Rest assured, all results will be kept confidential and used solely for academic purposes. If you have any questions or need further assistance, please don't hesitate to reach out to me. Kindly return the completed questionnaire to me at your earliest convenience. Thank you.

Kind regards,

____

Cell phone number: ………………………….

Email address: …………………………………….

Questionnaire for the analysis of the impact of management accounting techniques at Khayah Cement Limited

SECTION 1: General Information

1. Please indicate your gender identity: (tick where appropriate)

Male	
Female	

2. What is your role at Khayah Cement Limited? (Circle your answer) *
   a. Manager
   b. Supervisor
   c. Employee
   d. Other
3. What is your department within the organization? (Circle your answer) *
   a. Finance
   b. Operations and Production
   c. Sales and Marketing
   d. Other
4. How long have you been working at Khayah Cement Limited? * (Tick your answer)

< 1 year	1-3 years	4-6 years	7-10 years	10 years and above

5. What is your highest level of education? * (Tick your answer)

Undergraduate degree	Post Graduate	PhD	Professional certificate	Other

6. What stage is Khayah Cement at in accordance to the Product Life Cycle? (Tick your answer)

Birth	Growth	Maturity	Survival

SECTION 2: Usage of Management accounting techniques and impact on decision-making

7. a. Which of the following management accounting techniques are you familiar with? (Tick all that apply) *

	Familiar	Unfamiliar
Absorption costing		
Budgetary control		
Cost-volume-profit analysis		
Marginal costing		
Financial statement analysis		
ABC costing		

Kaizen Costing		
Bench-marking		
Target costing		
Other		

8. Which management accounting techniques are currently being implemented at Khayah Cement Limited? *

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9. Do you think the management accounting techniques currently being used at Khayah Cement Limited are significant in supporting decision making? (Tick answer) *

Greater extent	Moderate	Neutral	Lesser extent	Not at all

10. To what extent does usage of management accounting techniques benefit Khayah's decision-making process? (Tick answer) *

Greater extent	Moderate	Neutral	Lesser extent	Not at all

11. What recommendations do you have for improving the use of management accounting techniques in decision-making at Khayah Cement Limited? *

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12. What are the operational challenges being faced at Khayah Cement Limited? *

13. Do you have any additional comments or suggestions regarding the impact of management accounting techniques on decision making at Khayah Cement Limited?

APPENDIX 2

INTERVIEW GUIDE

Section 1: General Background

1. Can you please introduce yourself and describe your role at Khayah Cement Limited?
2. How long have you been working in your current role?

Section 2: Familiarity and Use of Management Accounting Techniques

3. Which management accounting techniques are you familiar with?
4. Can you describe the management accounting techniques currently implemented at Khayah Cement Limited?
5. How frequently are these techniques used in decision-making processes?

Section 3: Impact on Decision-Making

6. How do management accounting techniques influence day-to-day operational decisions at Khayah Cement Limited?

7. Can you provide an example where a specific management accounting technique significantly impacted a strategic decision?
8. Which management accounting techniques do you believe have the most substantial impact on organizational decision-making, and why?

Section 4: Benefits and Challenges

9. What are the main benefits you have observed from using management accounting techniques in decision-making?
10. Have there been any challenges or limitations associated with implementing these techniques? If so, could you elaborate on these challenges?
11. How has the use of management accounting techniques affected the financial performance of Khayah Cement Limited?