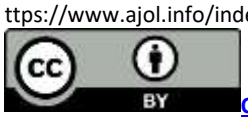
African Journal of Social Issues 9 (1): 2026
Available online at https://ajosdemar.com;
ttps://www.ajol.info/index.php/ajosi
Copy Right: © Author(s)
DOI: https://dx.doi.org/10.4314/ajosi.v9i1.37


CC BY

p-ISSN 2672 – 5142; e-ISSN 2734 – 3324

Original Research

THE USE OF MANAGEMENT ACCOUNTING TECHNIQUES AS VERITABLE TOOLS FOR ORGANISATIONAL DECISION MAKING: A CASE STUDY OF UMURENGE SACCO RWANDA (2020- 2022)

[1]MUHINDO Mwitirwavuke *and* **[2]MUKUNZI Desire**
[1&2]Department of Accounting and Finance, School of Economics and Business Studies, Kigali Independent University ULK, Rwanda

Email: [1]aggeemmi@gmail.com *and* [2]mukunzidesire@ulk.ac.rw

Abstract
Management accounting is a key input to the decision making. The general objective of this study was to assess the impact of management accounting techniques on organizational decision making especially in Umurenge Sacco Seruka Gisenyi. The study sought to answer the questions: What are the techniques of management accounting used in Umurenge Sacco, Seruka Gisenyi? And is there any impact of management accounting techniques on decision making within Umurenge Sacco, Seruka Gisenyi? The study found out that the techniques of management accounting in general budgets and forecasts used in Umurenge Sacco, Seruka Gisenyi helped owners and managers to set goals, allocate resources, and monitor performance. They also enabled businesses to anticipate future trends and adjust their strategies accordingly. It is recommended that managers at all levels of the organization should employ various management accounting in their decision-making process since it has been demonstrated to help convert challenges to opportunities by the performance of SACCO Seruka Gisenyi.

Keywords: Management, Accounting Techniques, Tools, Organisations, Decision Making

Introduction
Management accounting is the provision of financial and non-financial decision-making information to managers. In other words, management accounting helps the directors inside an organization to make decisions. This can also be known as Cost Accounting, and this is how it developed. According to (Chandler, 2021), management accounting systems (MAS) first appeared in the United States during the nineteenth century. These MAS employed both simple and complicated accounting methods. Cost accounts were used to determine the direct labor and overhead costs of converting raw materials into goods. The use of sophisticated accounting procedures also dates back to the nineteenth century. As early as the first quarter of the nineteenth century, according to (Porter, 2020),

Some companies in the USA used sophisticated sets of cost accounts. New accounting systems were intended to control and record the disbursements of cash during this period, which provided management with timely and accurate reports on expenditures. Cost accounting became more than just a utensil for evaluating internal conversion processes during the nineteenth century, according to (Johnson and Kaplan, 2022). It was also used as a means

to evaluate the performance of subordinate managers. Besides, internal accounting systems for evaluating costs, throughput, and working capital were developed during the nineteenth century. New cost measurement techniques for analyzing productivity and relating profits to products were developed during the late nineteenth and early twentieth century (Askarany, 2024).

On twentieth century accounting practices, these techniques had a significant impact. Some of these techniques provided the foundation for the development of standards to monitor labor and material efficiencies and costs. This was the time of the development of scientific management that concentrated on gathering accurate information vis-à-vis the efficiency of workers affianced in specified tasks.

The 21st Century has seen the emergence of the information age and the resulting economy driven by knowledge as a source of competitive advantage. The drivers of this fundamental shift in economic activity are leading to a new wave of innovation in management accounting and a new level of demand for the skills and capabilities of today's professional management accountant.

The focus of management accounting shifted to the provision of information for planning and control purposes in the 1950s and 1960s. In this phase, management accounting is seen by (International Federation of Accountants, 1998) as a management activity, but in a staff role. It involved staff (management) support to line management through the use of such technologies as decision analysis and responsibility accounting. Rather than strategic and environmental considerations, management controls were oriented towards manufacturing and internal administration (Kader and Luthar, 2024). Management accounting tended to be reactive, identifying problems and actions as part of a management control system only when deviations from the business plan took place (Ashton et al., 2025). Since the 1950s, more than 30 popular cost and management accounting techniques have been introduced.

Therefore, the current study intends to establish the correlation between the Use of management accounting techniques as veritable tools for organizational decision making. Case Study Umurenge Saving and credit cooperative (Sacco). Seruka Gisenyi (2020- 2022). specifically with these research questions:

1. What are the techniques of management accounting used in Umurenge Sacco, Seruka Gisenyi?
2. Is there any impact of management accounting techniques on decision making within Umurenge Sacco, Seruka Gisenyi?

Literature Review

This is a linkage of some typical key words of this study. Key concepts are the basics that researcher look at within management accounting techniques and decision making within Umurenge Sacco, Seruka Gisenyi. This chapter describes different literature related to this topic including review of related literature and theoretical review.

Conceptual Review

Management Accounting

Management accounting is the process of identification, measurement, gathering, analysis, providing, interpretation and presentation of the management's useful financial information in order to plan, evaluate and control of an organization's operations.

Decision Making

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions. Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible. (Briciu S., et al. 2014).

Meaning and Definition of Management Accounting Management Accountancy

Accountancy is the term used to describe the accounting methods, system and techniques which coupled with special knowledge, ability, assist management in its task of maximizing profits and minimizing losses (sunarni, 2013).

Management accounting is that branch of the accounting information system of business enterprises, which uses accounting information for planning, controlling and decision making. It uses partly financial accounting but mostly cost accounting. Management accounting may be defined as the application of appropriate techniques in processing the historical and project financial and economic data of an organization with a view to formulate a plan of action and rational business decision. It makes use of such techniques as budgetary control and standard costing, marginal costing, cash flow and funds-flow statement, ratio analysis, projected balance sheet and profit and loss account (Xiaosong, 2012).

It is stated that management accounting is the process of identifying, measuring, analysis, interpreting and communicating in pursuit of organization's goals (Plat and Hilton, 2010:21).

Management accounting is the accounting for management. It can be defined as the process of identifying, measuring, accumulating, analysis, presentation, interpretation, and communication of financial information which is used by management to plan, evaluate and control within an organization. It ensures the appropriate use of and accountability for organizations resources. Management accounting is the presentation of accounting information to formulate the policies to be adopted by the management and its day to day activities. It helps the management to perform all its functions including planning, organization, staffing, directing and controlling. It presents to management the accounting information in the form of processed data which it collects from financial accounting (Yeshmin and Fowzia,2010.12).

Management accounting is used to describe the modern concept of accounts as a tool of management in contrast to the conventional annual or half yearly account presented mainly for information of proprietors, the object being to so expand the financial and statistical information as to shed light on all phases of the activities of organization (Sunarni,2013:10).

Management accounting techniques (MAT) first appeared in the United States during the nine teenth century. These MAT employed both simple and sophisticated accounting methods. For example, the early management accounting measures were simple but seemed to satisfy the

need of business owners and managers. Simple managerial accounting procedures created during the nineteenth century were used to monitor and evaluate the output of internally directed processes. Cost accounts were used to ascertain the direct labor and overhead costs of converting raw materials into goods. The use of sophisticated accounting procedures also dates back to the nineteenth century. According to Sunarni(2013),

Some companies in the USA used sophisticated sets of cost accounts as early as the first quarter of the nineteenth century. During this period, new accounting systems were devised to control and record the disbursements of cash which provided management with timely and accurate reports on expenditures. A voucher system of bookkeeping which is used for controlling and recording disbursement was also created during the nineteenth century (Wood, 1895).

In comparison, before the industrial revolution, accounting was mainly used as a record of the external relations between business units. Information for decision making and control was usually acquired from market prices (Graner, 2012).

During the nineteenth century cost accounting became more than just a tool for valuating internal conversion processes. It was also used as a means to assess the performance of subordinate managers. Moreover, internal accounting systems for evaluating costs, throughput, and working capital were developed during the nineteenth century. New cost measurement techniques for analyzing productivity and linking profits to products were developed during the late nineteenth and early twentieth century. These techniques had a substantial impact on twentieth century accounting practices. Some of these techniques provided the basis for the development of standards to monitor labour and material efficiencies and costs. This was the time of the development of scientific management that concentrated on gathering accurate information regarding the efficiency of workers engaged in specified tasks.

Furthermore, the use of variance analysis of actual costs and standard costs for the purpose of controlling operations was also developed. During the nineteenth century scientific management experts also developed new cost accounting procedures to evaluate and control physical and financial efficiency of tasks and processes in complex machine-making firms and to assess the overall profitability of the enterprise. Around the 1900s managers started paying attention to the productivity and performance of capital. The design of DU point management accounting procedure during that period facilitated the evaluation of the performance of capital; these gave significant attention to the application of return on investment among competing economic activities and the financing of new capital requirements (Chandler &Salsbury,2013:25).

Bjornenak& Olson (2011) also echo this observation by suggesting that “over the last two decades there has been a rich supply of management accounting innovations in the literature”. The study goes further and argue that until the 1980s, “the adoption of the discounted cash flow approach for evaluating capital investment projects has been the main innovation in management accounting practice during the past sixty years”. They emphasize that in the period between the 1920s and 1980s no new ideas or thoughts have affected the design and the use of cost management systems.

The challenge of meeting global competition was met by introducing new management and production techniques, and at the same time controlling costs, often through reduction of

waste in resource used in business processes (IFAC,1998). In many instances this was supported by employee empowerment. In this environment there is a need for management information, and decision making, to be diffused throughout the organization. The challenge for management accountants, as the primary providers of this information, is to ensure through the use of process analysis and cost management technologies that appropriate information is available to support managers and employees at all levels. In the 1990s world-wide industry continued to face considerable uncertainty and unprecedented advances in manufacturing and information processing technologies (Ashton et al,2012).

For example, the development of the world-wide web and associated technologies led to the appearance of E-commerce. The focus of management accountants shifted to the generation or creation of value through the effective use of resources. This was to be achieved through the use of technologies which examine the drivers of customer value, shareholder value, and organizational innovation (IFA,2012).

A Brief Review of Management Accounting Tools

Management accounting is concerned with the provision and interpretation of information which assists management in planning, controlling, decision making and appraising performance (Lucey,2013:19). Tools and techniques provided by management accounting to discharge functions like, planning controlling and organizing can be identified as such.

The following points highlight the top eleven techniques management accounting:

I. **Financial Planning:** Financial planning is the act of deciding in advance about the financial activities necessary for the concern to achieve its primary objectives. It includes determining both long term and short-term financial objectives of the enterprise, formulating financial policies and developing the financial procedure to achieve the objectives.

II. **Analysis of Financial Statements:** The analysis is an attempt to determine the significance and meaning of the financial statement data so that a forecast may be made of the prospects for future earnings, ability to pay interest and debt maturities and profitability of a sound dividend policy.

III. **Historical Cost Accounting:** The historical cost accounting provides past data to the management relating to the cost of each job, process and department so that comparison may be made with the standard costs. Such comparison may be helpful to the management for cost control and for future planning.

IV. **Standard Costing:** Standard costing is the establishment of standard costs under most efficient operating conditions, comparison of actual with the standard, calculation and analysis of variance, in order to know the reasons and to pinpoint the responsibility and to take remedial action so that adverse things may not happen again. This aspect is necessary to have cost control.

V. **Budgetary Control:** The management accountant uses the tool of budgetary control for planning and control of the various activities of the business. Budgetary control is an important technique of directing business operations in a desired direction, i.e., achieves a satisfactory return on investment.

VI. **Marginal Costing:**The management accountant uses the technique of marginal costing, differential costing and break even analysis for cost control, decision-making and profit maximization.

VII. **Funds Flow Statement:** The management accountant uses the technique of funds flow statement in order to analyse the changes in the financial position of a business enterprise between two dates. It tells wherefrom the funds are coming in the business and how these are being used in the business. It helps a lot in financial analysis and control, future guidance and comparative studies.

VIII. **Cash Flow Statement:** A funds flow statement based on increase or decrease in working capital is very useful in long-range financial planning. It is quite possible that there may be sufficient working capital as revealed by the funds flow statement and still the company may be unable to meet its current liabilities as and when they fall due. It may be due to an accumulation of inventories and an increase in trade debtors.
In such a situation, a cash flow statement is more useful because it gives detailed information of cash inflows and outflows. Cash flow statement is an important tool of cash control because it summarises sources of cash inflows and uses of cash outflows of a firm during a particular period of time, say a month or a year. It is very useful tool or liquidity analysis of the enterprise

IX. **Decision Making:** Whenever there are different alternatives of doing a particular work, it becomes necessary to select the best out of all alternatives. This requires decision on the part of the management. The management accounting helps the management through the techniques of marginal costing, capital budgeting, differential costing to select the best alternative which will maximise the profits of the business**.**

What Is the Role of Management Accounting?

Management accounting helps managers within a company make decisions. Also known as cost accounting, management accounting is the process of identifying, analyzing, interpreting and communicating information to managers to help achieve business goals.

There are 4 Roles of Management Accounting

I. **Planning:** Planning in managerial accounting involves several techniques to interpret and report the necessary data. According to the Corporate Finance Institute, these techniques include margin analysis, constraint analysis, capital budgeting, inventory valuation and product costing and lastly, trend analysis and forecasting.

II. **Organising:** Organizing is the function of management which follows planning. It is a function in which the synchronization and combination of human, physical and financial resources take place.

III. **Controlling:** Controlling can be defined as that function of management which helps to seek planned results from the subordinates, managers and at all levels of an organization. The controlling function helps in measuring the progress towards the organizational goals & brings any deviations & indicates corrective action.

IV. **Decision making:** Managerial accounting is the process of identifying, analyzing, interpreting, and communicating financial information to internal users, such as

managers, to support decision-making and improve organizational performance compare your accounts with original budgets or forecasts.

Uses of management accounting includes enabling you to:

- Compare your accounts with original budgets or forecasts.
- Manage your resources better.
- Identify trends in your business.
- Highlight variations in your income or spending which may require attention.

Importance of Managerial Accounting

The main objective of managerial accounting is to assist the management of a company in efficiently performing its functions: planning, organizing, directing, and controlling. The Importance of management accounting also helps in evaluating long term performance through forecasting methods such as budgeting and forecasting cash flow. This allows businesses to anticipate challenges that may arise in the future, enabling them to plan ahead and adjust accordingly. Management accounting helps with these functions in the following ways:

I. **Provides Data:** It serves as a vital source of data for planning. The historical data captured by managerial accounting shows the growth of the business, which is useful in forecasting.

II. **Analyzes Data:** The accounting data is presented in a meaningful way by calculating ratios and projecting trends. This information is then analysed for planning and decision-making. For example, you can categorise purchase of different items period-wise, supplier-wise and territory wise.

III. **Aids Meaningful Discussions:** Management accounting can be used as a means of communicating a course of action throughout the organization. In the initial stages, it depicts the organisational feasibility and consistency of various segments of a plan. Later, it tells about the progress of the plans and the roles of different parties to implement it.

IV. **Helps in Achieving Goals:** It helps convert organizational strategies and objectives into feasible business goals. These goals can be achieved by imposing budget control and standard costing, which are integral parts of management accounting.

V. **Uses Qualitative Information:** Management accounting does not restrict itself to quantitative information for decision-making. It takes into account qualitative information which cannot be measured in terms of money. Industry cycles, strength of research and development are some of the examples qualitative information that a business can collect using special surveys.

Benefits of Management Accounting

One of the benefits of management accounting systems is that it Increases revenue for the organisation. Management Accounting System allows the organisation to make profit by providing useful and important information so that organisation can make effective decisions in order to increase the revenue. Conflict resolution is another benefit of management accounting

system. It solves conflict between employees and organisation. It reports the information is a way that it suits the needs of the managers. Therefore, it reduces conflicts between managers and employees. Improved project delivery is another benefit of management accounting system. It interprets factual information about transactions which then helps to predict, compare and evaluate, one of the report of management accounting reporting is management accounts. This produces report and hand it to the management. The report then helps the management to take decisions and achieve the highest profit within the organisation. Management accounting system helps in preparing financial records, analysing and forecasting the data. This system helps to track and predict financial records (cmawebline.org, 2018).

Management accounting system delivers qualitative and quantitative information to the organisation which then help the organisation to focus on their financial and operational performance as well as making supportive decisions on behalf of the organisation. This system helps the organisation to make improvements by processing good quality services. The improvements include reducing waste, time, effort and material but increases productivity. For example, the manager of the organisation checks the purchasing process and match it with the cost. But he/she realises that doing this takes more time and effort.

Accurately apply a range of management accounting techniques and produce appropriate financial reporting document. Financial planning is one of the techniques of management accounting. Every organisations main target is to increase profits. This target is met by having an appropriate financial planning. Therefore, this technique is considered as the best techniques to meet the target of the organisation (accountinglearning.com, 2018).

Budgetary controlling is another technique of management accounting. This estimates the future financial needs of the organisation. This also controls the performance of the organisation and directs the business of it (accountinglearning.com, 2018). Standard costing is the fixed cost set by the organisation. It provides an actual performance and finds if there is any anomaly in the result. Decision-making technique solves organisation's problems by checking any problems standing out. If effective decisions are being made then problems will be avoided. This technique helps in making most profit and also check on the important costs by comparing then with the actual cost.

Limitation of Managerial Accounting

Managerial accounting may define the pace and process of development of an organisation yet it has its set of drawbacks. By now, we know that the information to make managerial decisions is dependent on financial statements. Due to this, the strength or weakness of accounting decisions made depends solely on the quality of basic records. Meanwhile, different managers may interpret the same information in different ways depending on their capacity and experience in the field. That way there might be bias in decision-making process.

A managerial accounting system is more suitable for bigger enterprises which areat the peak of growth. This is possible because the company can afford the price of installing a system in place and even hire professionals to make the best of it to prevent the company from future meltdowns.

Scope of Managerial Accounting

The main objective of managerial accounting is to maximize profit and minimize losses. It is concerned with the presentation of data to predict inconsistencies in finances that help managers make important decisions. Its scope is quite vast and includes several business operations. The following points discuss what management accounting can do to make a business run better:

I. Managerial accounting is a rearrangement of information on financial statements and depends on it for making decisions. So the management cannot enforce the managerial decisions without referring to a concrete financial accounting system.

II. What you can infer from financial accounting is limited to numerical results like profit and loss, but in management accounting you can discuss the cause and effect relationships behind those results.

III. Managerial accounting uses easy-to-understand techniques such as standard costing, marginal costing, project appraisal, and control accounting.

IV. Using historical data as a reference, the management observes the current information to check the impacts of business decisions.

V. Management can use this type of accounting to set objectives, format plans to meet them, and compare the performance of various departments.

VI. Managerial accounting is used for forecasting. It concentrates on supplying information that would ease the effect of a problem rather than arriving at a final solution.

Techniques in Managerial Accounting

In order to achieve business goals, managerial accounting uses a number of different techniques.

- **Marginal Analysis:** This assesses profits against various types of costs. It primarily deals with the benefits of increased production. It involves calculating the break-even point, which requires knowing the contribution margin on the company's sales mix. Here, sales mix is the proportion of a product that a business has sold when compared to the total sales of that business. This is used to determine the unit volume for which the business' gross sales are equal to total expenditures. This value is used by managerial accountants to determine the price points for various products.
- **Constraint analysis:** Managerial accounting monitors the constraints on profits and cash flow with respect to a product. It analyzes the principal bottlenecks and the problems they cause, and calculates their impact on revenue, profit, and cash flow.
- **Capital budgeting:** This is an analysis of information in order to make decisions related to capital expenditures. In this analysis, the managerial accountants calculate the net present value and internal rate of return to help managers with capital budgeting decisions like calculating payback period or calculating accounting rate of return.
- **Inventory valuation and product costing:** This deals with determining the actual cost of goods and services. The process generally involves computing the overhead charges and assessment of direct costs associated with cost of goods sold.

- **Trend analysis and forecasting:** This primarily deals with variations in product costs. The resulting data is helpful in identifying unusual patterns and finding efficient ways to identify and resolve the underlying issues.

Limitations of managerial accounting

- Managerial accounting may define the pace and process of development of an organisation yet it has its set of drawbacks. By now, we know that the information to make managerial decisions is dependent on financial statements. Due to this, the strength or weakness of accounting decisions made depends solely on the quality of basic records. Meanwhile, different managers may interpret the same information in different ways depending on their capacity and experience in the field. That way there might be bias in decision-making process.
- A managerial accounting system is more suitable for bigger enterprises which are at the peak of growth. This is possible because the company can afford the price of installing a system in place and even hire professionals to make the best of it to prevent the company from future meltdowns.

How does management accounting help in effective decision making?

Management accountants work to identify areas where costs can be reduced, and opportunities to increase efficiency and profitability. This can involve analyzing production processes, identifying waste, and determining the most cost-effective way to allocate resources.

Types of Accounting Ratios

A ratio is a mathematical relation between one quantity and another.

Accounting ratio is the comparision of two or more financial data which are used for analyzing the financial statement company.

This ratio is a comparison between assets than can be readily turned into cash current assets and the obligation that are due in the near future- current liabilities.

Ratios can be classified according to the way they are constructed and their general characteristics. By construction, ratios can be classified as a coverage ratio, a turnover ratio, or a component percentage (Pamela, 2014):

i. **A coverage ratio** is a measure of company's ability to satisfy(meet) particular obligations. In general, coverage ratios equal to or greater than 1.0 indicate that a company has enough earnings or cash to meet the obligation. Coverage ration below 1.0 indicate that a company may not be able to fulfill these obligations.

ii. **A turnover ratio is** a measure of the gross benefit, relative to the resources expended. High turnover ratio equates to higher brokerage transaction fees, which reduce fund returns. Also the more portfolio turnover in a fund, the more the more likely it will generate short-term capital gain, which are taxable at an investor's ordinary income rate.

iii. **A Component percentage** is the ratio of a component of an item to the item. For example, to calculate the income, we take the total sale and subtract expense and taxes. The result is the net income component percentage.

When we assess a company's operating performance, we want to know if it is applying its assets in an efficient and profitable manner. When we assess the company's financial condition, we want to know if it is able to meet its financial obligations.

There are six aspects of operating performance and financial condition we can evaluate from financial ratios:

1. **A Liquidity ratio** provides information on a company's ability to meet its short-term, immediate obligation. The liquidity ratio show the number of item the short term debt obligations are covered by the cash and liquid assets. If the value is greater than 1, it means the short term obligations are fully covered.
2. **A Profitability Ratio** provides information on the amount of income from each dollar of sales. Common examples of profitability ratio include return on sales, return on investment, return on equity, return on capital employed (ROCE), cash return on capital invested (CROCI), gross profit margin and net profit margin.

   All of these ratios indicate how well a company is performing at generating profits or revenues relative to a certain metric. For most of these ratios, a higher value is desirable. A higher value means that the company is doing well and it is good at generating profits, revenues and cash flows. Profitability ratio give meaningful information only when they are analyzed in comparison to competitors or compared to the ratios in previous periods.
3. **An Activity Ratio** relates information on a company's ability to manage its resources (that is its assets) efficiently. Activity ratios referred to measure the efficiency with which a business uses its assets, such as inventories, accounts receivable, and fixed (or capital) assets. The more commonly used operating ratios are the average collection period, the inventory turnover, the fixed assets turnover, and the total assets turnover.
4. **A Financial Leverage ratio** provides information on the degree of a company's fixed financing obligations and its ability to satisfy these financing obligation. Those ratios are usually quoted as percentage, especially ratios that are usually or always less than 1, such as earnings yield, while others are usually quoted as decimal numbers, especially ratios that are usually more than 1.
5. **A Return on Investment Ratio** provides information on the amount of profit, relative to the assets employed to produce that profit. For example, a marketer may compare two different products by dividing the gross profit that each product has generated by its respective marketing expenses. A financial analyst, however, may compare the same two products using entirely different ROI calculation, perhaps by dividing the net income of an investment by the total value of all resources that have been employed to make and sell the product. We cover some types of ratio concerned by this study and providing examples of ratios that fall into each of these classifications (Drake, 2017).
6. **Liquidity ratios:** Liquidity reflects the ability of a company to meet its short term obligations using assets that are readily converted into cash. Assets that may be converted into cash in a short period of time are referred to as working capital because these assets represent the resources needed for the day to day operations of the company's long term, capital investments. Current assets are used to satisfy short term

obligations, or current liabilities. The amount by which current assets exceed current liabilities is referred to as the net working capital (Pamela, 2014).

Measures of liquidity

Liquidity ratios provide measure of a company's ability to generate cash to meet its immediate needs. There are three commonly used liquidity ratios (Pamela, 2015).

- **The current ratio** is the ratio of current assets to current liabilities; indicates a company's ability to satisfy its current liabilities with its current assets.

$$\textbf{Current ratio} = \frac{\text{current assets}}{\text{current liabilities}}$$

Acceptable current ratios vary from industry to industry and are generally between 1.5 and 3 for healthy businesses.

If a company's current ratio is in this range, then it generally indicates good short term financial strength. If current liabilities exceed current assets (the current ratio is below 1), then the company may have problems of meeting its short term obligations. If the current ratio is too high, then the company may not be efficiently using its current assets or its short term financing facilities. This may also indicate problems in working capital management.

- **The quick ratio** is the ratio of quick assets (generally current assets less inventory) to current liabilities; indicates a company's ability to satisfy current liabilities with its most liquid assets.

$$\textbf{Quick Ratio} = \frac{\text{current asset} - \text{Inventory}}{\text{current liabilities}}$$

Consider the current ratio. A large amount of current assets relative to current liabilities provides assurance that the company will be able to satisfy its immediate obligations. However, if there are more current assets than the company needs to provide this assurance, the company may be investing too in these non or low earning assets and therefore not putting the assets to the most productive use.

- **The return on investment ratio**: In finance, return is a profit on an investment. It comprises any change in value of the investment and/ or cash flows which the investor receives from that investment.

$$\textbf{ROI} = \frac{Net\ profit}{cost\ of\ investment}$$

Review of Related Literature

Generally, entrepreneurs are required to have the ability to create, to invent into new form or to bring existence into something new. This ability is rather nor inherited or naturally in one's but is something that has to be learnt. According to Akbar Fadace 2007, it is proved that the creativity is common among the human species and all at birth have talent in varying degrees. According to Amabile quoted from Ian Pillis, entrepreneurial creativity has been defined as the generation and implementation of novel, suitable ideas to establish new ventures.

Creativity is a continues process in which required partly to work hard and continually improve ideas and solution. Creative people will work hard by making gradual alteration and refinements to their work. Creativity in entrepreneurship also implies the organization environment such as team climate, team work and others.

Before looking at the relationship between innovation and creativity, small and medium enterprises and economic growth, it is useful to have a framework with which to understand how innovation and creativity can affect firm behavior and economic performance. One of the problems with the current debate on creativity and innovation is that there are many different, and often conflicting, views on the nature and purpose of the firm. This debate ranges from positive issues concerning how institutions actually work, to normative issues concerning what should be the firm's purpose. Therefore, in order to make sense of this debate, it is useful to consider the different analytical background or approaches that are often employed.

The Review of related literature involves the systematic identification, location, and analysis of documents containing information related to the research problem. The term is also used to describe the written component of a research plan or report that discusses the reviewed documents.

The Review of related literature involves the systematic identification, location, and analysis of documents containing information related to the research problem. The term is also used to describe the written component of a research plan or report that discusses the reviewed documents.

Methodology

Introduction

This chapter focuses on the research design and methods that researchers used to collect and analyse data. It greatly concerns the population of the study; sampling design; sample size; Data Collection Techniques and Tools; ethical issues and data analysis as well as reliability and validity measures.

Research Design

The research design refers to the overall strategy that researchers choose to integrate different components of the study in a coherent and logical way, thereby, ensuring researchers will effectively address the research problem. The research design constitutes the blueprint for the collection, measuring and analysis of data**.**

The study used a descriptive research as mentioned below. a descriptive research design also is a type of research that aims to obtain information to systematically describe a phenomenon, situation, or population. More specifically, it helps answer the what, when, where, and how questions regarding the research problem, rather than the why.

In this study, the researchers used survey and descriptive design. This research was conducted at Umurenge Sacco .the data was collected from the employees of Umurenge Sacco by means questionnaires and reviewing existing documentations.

Population and Sample Size and Sampling Technique

Population of the Study

The population is defined as the entire group of people under study by the objective of the research (Roger, 2015). Further stressed that a study population is a well-defined set of people, group of things, elements on which the study is being undertaken. Hence, the study population must fit a given specification. (Saunders & Philip , 2017)defined population as all members or

elements, be it human beings, animals, trees, objects an events of a well-defined group. The population of the study was 10 people which include the members of top managers and employees of Umurenge Sacco Seruka Gisenyi.

Sample Size

Since the population was small no sample selected. The whole population in the company was considered.

Sampling Technique

Sampling technique is the statistical tool for selecting a fraction or percentage of a group of people to represent the total or entire population. (Mc Daniel and Gates, 2015). In this study, one sampling technique was used namely simple random sampling and described below. In selecting the population from employees of Umurenge sacco Seruka Gisenyi.

Random sampling is the process selecting people or cases to take part in a research. Sampling procedure is to choose a number of limited individuals, objects or events whose observation makes it possible to draw the conclusions applicable to the whole population in which choice is made (Munyankuyu, 2017).

The population of study was 10 people who include the top manager and other randomly selected employees of Umurenge sacco Seruka Gisenyi.

Nature and Sources of Data

To fulfill the objective of this study primary data have been used. Primary data has been collected through questionnaires.

Data collection Technique and Methods.

Research Technique of Data Collection

A research technique is defined as a set of procedures and means that allow the researchers to collect data and information about the topic. (Grawitz, 2017) these are techniques that researchers used in this research in order to reach the successful and tangible works.

Questionnaire Technique

The researcher used the questionnaire to collect data and it is self- administered. This instrument was used because it is cheaper to administer to many respondents at minimal cost. It also avoids interview bias. The study employs qualitative research approach, to identify the results of the study. Primary sources of data were collected and used. (Vidal , 2007) states that a questionnaire is an instrument with open or closed questions. Or statements to which a respondent must react; questionnaire is a quantitative data collection tool and is normally distributed to a certain number of respondents. Questionnaire has advantages of gathering data from a certain number of people in a short period of time and they represent the possibility of being replicated (Creswell, & Plano Clark, 2010) (Kakooza, 2016)says that a questionnaire is an instrument for collecting information based on observations from an intended sample with the purpose of answering to the pre-stated research questions. During this study, a questionnaire was administered each respondent of the sampled population.

Questionnaires were administered by the researchers themselves to 6 members of top managers and 4 random employees of Umurenge Sacco Seruka Gisenyi/ Rubavu district at the operation office. This technique helps the researchers to quantify different data to get a clear picture on the topic of the study. Distributed questionnaires were distributed at a rate of 100% and were fully completed.

Documentary Technique

Documentation includes all references and sources that offer to the reader a way to retrace his research. This means any written material that contain the information about the phenomenon under the study, some books quarterly and annually report, memorandum journal, internet and other documents judged necessary in collection data were used (Bailey, 2012)(Marcus, 2015)defined documentary technique as a general term for a multiplicity of documents in a chosen mix of media and with a certain collection, books and reports were used by researchers to obtain data.

Observation Techniques

Observation is the most important source of data collection which was used by researchers to collect data. it helped to write the real research in order to observe the use of management accounting techniques as a veritable tools in organizational decision making

Methods of Data Analysis

A method is a tool or instrument which was used to analyze information and data for the research (Kenneth , 2014) these methods helps the researchers to analyze data and use collected information properly as a required in scientific research. The following methods were used.

Descriptive

This concerns the description of the characteristics of an event, community or region providing data about the population or items under study by only describing the who, what, how, when and where of a situation at a given time but does not go into finding what causes or caused it (AMIN, 2015). This method enabled the researchers to give a full description of the study . Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions.

Analytical

This method is used to analyze data collected and other data pertaining to the research in order to come up with comprehensive information regarding the topic under study (Saunders et al. 2017). In other words, this method helped the researchers to analyze data systematically and in a good manner**.**

Statistical

The statistical method helps to quantify and number the results of a research. Then it allows us to present the results through graphics and tables (Rwamigabo, , 2017)This method helps the researcher to analyze data from the field using different formulas especially means, standard

deviation, variance in order to present them on graphs, diagrams (pie chart, histogram, table, etc.) to enable readers to understand quickly and easily the findings. The researchers used tables to analyze data obtained from the field.

Comparative

The method helps the researcher to find the similar and dissimilar elements in comparison of facts. It also enabled the researchers to detect any relevant cause and effect. This method is used in all sciences to find the similarities of elements. It also used to compare the findings before the research and after" (Kant, 2018).

This method deals with comparing how the online business services was done and how it affects the quality services delivered.

Sources of Data

This refers to where the information originates. The sources of data are categorized as both primary and secondary. They help the researcher to collect respectively primary data and secondary data.

Primary Data

According to Kathuri & Pals (2016), primary data refers to the information collected specifically for the purpose of investigation at hand. These data were obtained from selected respondents by use of questionnaires.

Secondary Data

Kakooza (2016) asserted that secondary data is gathering methods of what use of pre- existing data. Martens (2015) continues stating that, it is important because it reviews the literature and tries to give an image both global and national perceptive so that the readers, researchers could have comparative framework for analysis and evaluation. Secondary data source has been utilized to find theoretical information, for example, books, published journals and articles, the internet has revealed in the literature review.

Data Analysis

Data was analyzed using Microsoft word program through the tables and graphs as well as figures. The data collected was run through various models so as to clearly bring out the business technological automation system to the quality product and service delivered to customers by business organizations. Quantitative data were analyzed using descriptive statistics while qualitative data were analyzed using content analysis. Data were presented using frequency tables and percentages**.**

Validity and Reliability

According to Collis & Hussey (2016), validity is concerned with the extent to which the research findings accurately represents what is happening. More specifically, intends to find out whether the data are a true picture of what is being studied. According to Copper & & Schindler (2016), three major forms of validity can be identified, named, content validity, criterion- related validity and construct validity. After the submission of questionnaires, the

researcher made sure that all questionnaire was responded appropriately and checked if true information were provided.

Reliability also referred to as trustworthiness, is concerned with the findings of the research (Collis & Hussey, 2015). The findings are said to be reliable if you or anyone else repeats the research and obtain the same results. There three common ways of estimating the reliability of the responses to questions in the questionnaire or interview, namely: Test re-tests method, which is used in this research study, the split halves and the internal consistency method. The researcher after re-testing she made sure that the information given was true or false.

Research Limitations

The problems and limitations that the researcher met include the limited period of conducting this study as it was conducted at the same time dealing with the academic internship, limited financial means to print out questionnaires and for transport and insufficient knowledge about statistical packages for analysis. In order to overcome these problems and limitations, the researcher took time to study and tried to do best in meeting the deadline even though it was difficult through personal engagement.

Results

Demographic Characteristics of Respondents

Respondents in this study were described in terms of Gender, Age, Occupation and their contribution of marketing strategy to the growth of an enterprise respondents who were asked to provide such information about them. Their responses were summarized using frequencies and percentages distribution.

Age and Gender of Respondents

The age constitutes an essential component at the time of the study of the characteristics of a given population. The age makes it possible to know if one works with a young generation, adult or old from which the behaviors are different. The gender is also an important variable in such study to know if one works with female or male.

Table 1. Distribution of respondents by Age

Age	Number	Percentage
Below 30	2	20%
31- 40	5	50%
41- 50	2	20%
Above 50	1	10%
Total	10	100%

Source: Primary data, July 2023

The data above shows that 20% of respondents aged below 30; 50% of respondents aged between 31-41; 20% of respondents aged between 41-50 and 10% of respondents aged above 50. According to the information shown in the above table, the higher number of employees in SACCO Seruka Gisenyi are adults and young generation which implies that the practice of Job

creation is highly appreciated because they have experience and more skills for entrepreneurial development of most pillars to enhance local development of domestic products, increase control and supervision on management and reduction of fraud committed by some young generation and the performance of SACCO Seruka Gisenyi.

Gender of the Respondents

This study sought to determine the gender of the respondents and therefore requested the respondents to indicate their gender. Gender was assessed since the researcher believes that gender affect the judgment of an individual. Table below displays the gender distribution of respondents.

Table 2. Distribution of Respondents by Gender

Gender	Number	Percentage
Female	4	40%
Male	6	60%
Total	10	100%

Source: Primary data, 2023

The data above shows that 60% of respondents are male while 40% of respondents are female. This shows that SACCO Seruka Gisenyi respected the regulation of Seruka Gisenyin government labor policy for the gender balance in every organization for having at least 30% of female. This helps fully the organization for taking decisions from both male and female in the business.

Marital Status of Respondents

It is very important to be informed about the categories of population we wanted to work with. The marital status is the most way to distinguish them and knowing where the problem is focused.

Table 3. Distribution of Respondents by Marital Status

Marital status	Frequency	Percentage (%)
Single	2	20
Married	8	80
Total	10	100

Source: Primary data, August 2023

Referred to the table above, the researcher shows that 80% of respondents are married while the purpose and goals of the business due to their daily family responsibilities. These help fully the business to the achievement of its organizational performance.

Level of Education

This point allows me to know different education level of my respondents during my research. This permits me to differentiate the type of required questionnaire.

Table 4. Distribution of respondents according to their level of education

Level of education	Number	Percentage
Secondary certificate	**4**	**00%**
A0 Bachelor's degree	**6**	**60%**
Total	10	100%

Source: Primary data, August 2023

The table above shows that 60% of respondents have A0 Bachelor's degree and 40% of respondents have secondary level of education. According to the data above in the table, it implies that SACCO Seruka Gisenyi board members, manager and employees are educated. This shows good performance which leads to achievements of its goals as well as the profitability.

Analysis on the Effectiveness of Management Accounting in SACCO Seruka Gisenyi

Techniques of Management Accounting Applied in SACCO Seruka Gisenyi

The first objective in this study was to assess the effectiveness of effectiveness of management accounting in SACCO Seruka Gisenyi. The researchers found the following information about the above statement.

Table 5: Respondents' Opinions about the Factors of Management Accounting Applied in SACCO Seruka Gisenyi

Techniques of management accounting applied in SACCO Seruka Gisenyi	**Frequency**	**Percentage**
Management reports	10	100
Financial statement analysis	10	100
Strategic management	10	100
Budgeting	10	100
Performance management	10	100
Risk management	10	100

Source: Primary Data 2023

The above table shows the techniques of management accounting applied in SACCO Seruka Gisenyi. 100% of the respondents conformed that SACCO Seruka Gisenyi uses management reports, financial statement analysis, pricing, budgeting and cost systems. The researchers therefore observed that the application of management accounting is effective as proven by the respondents asked.

Management Reports

Management reports are analytical tools used by managers to inform the performance of the business in several areas and departments.

Table 6: Respondents' Opinions about the Application of Management Report Factors in Management Accounting within SACCO Seruka Gisenyi

Question	Answer	Frequencies	%
How does SACCO SERUKA GISENYI apply the management report factors in management accounting?	To inform the performance of SACCO to the board and stakeholders	10	100
	The plan the strategic decisions	10	100

Source: Primary Data 2023

The above table shows the respondents' opinions about the application of management report factors in management accounting within SACCO seruka Gisenyi. About 100% of them said that SACCO uses this in order To inform the performance of SACCO to the board and stakeholders and plan the strategic decisions. Senior executives and leadership use management reporting to drive their strategic decisions

Financial Statement Analysis

It is used to create a balance sheet, income statement, and cash flow statement, which form the basis for financial statement analysis.

Table 7: Respondents Opinions about how SACCO SERUKA GISENYI uses Financial Statement Analysis in Management Accounting

Question	Answer	Frequencies	%
How does SACCO SERUKA GISENYI uses Financial statement analysis in management accounting?	To create balance sheet	10	100
	To create income statement	10	100
	To create cash flow statement	10	100

Source: Primary data 2023

The above table shows the respondents opinions about how SACCO SERUKA GISENYI uses financial statement analysis in management accounting. About 100% of them said that the later is used to create balance sheet, create income statement and create cash flow statement. In general financial statement analysis is used by internal and external stakeholders to evaluate business performance and value.

Strategic Management

Strategic management is the ongoing planning, monitoring, analysis and assessment of all necessities an organization needs to meet its goals and objectives.

Table 8: Respondents Opinions about How SACCO SERUKA GISENYI Apply the Strategic Management in Management Accounting

Question	Answer	Frequencies	%
How does SACCO SERUKA GISENYI apply the strategic management in management accounting?	Planning the necessities needed by the SACCO to meet its goals	10	100
	Monitoring, analysis and assessment	10	100

Source: Primary data 2023

The above table shows the respondents opinions about How SACCO SERUKA GISENYI apply the strategic management in management accounting. About 100% of them aid that SACCO Seruka Gisenyi uses the later factor in planning the necessities needed by the SACCO to meet its goals and also for monitoring, analysis and assessment. In general Changes in business environments will require organizations to constantly assess their strategies for success.

Budgeting

Budgeting is the process of creating a plan to spend the money. This spending plan is called a budget.

Table 9: Respondents' Opinions about how SACCO SERUKA GISENYI Prepare the Budget in Management Accounting

Question	Answer	Frequencies	%
How does SACCO SERUKA GISENYI prepare the budget in management accounting?	Projection of their needs in accordance with what they have	10	100
	Creating the spending plan in order to determine in advance whether they will have enough money to do the things they need to do	10	100

Source: Primary data 2023

The above table shows the respondents' opinions about How SACCO SERUKA GISENYI prepare the budget in management accounting. About 100% of them said that the SACCO Prepare a projection of their needs in accordance with what they have and creating the spending plan in order to determine in advance whether they will have enough money to do the things they need to do.

Performance management

Performance management is a tool that helps managers monitor and evaluate employees' work.

Table 10: Respondents Opinions about how SACCO SERUKA GISENYI Apply the Performance Management in Management Accounting

Question	Answer	Frequencies	%
How does SACCO SERUKA GISENYI apply the performance management in management accounting?	Monitor and evaluate employees' work.	10	100
	Creating an environment where people can perform to the best of their abilities	10	100

Source: Primary data 2023

The above table shows the respondents opinions about How SACCO SERUKA GISENYI apply the performance management in management accounting. About 100% of them said that the SACCO uses to Monitor and evaluate employees' work and Creating an environment where people can perform to the best of their abilities generally the goal of performance management is to create an environment where people can perform to the best of their abilities and in alignment with the organization's overall goals.

Risk Management

Risk management is the continuing process to identify, analyze, evaluate, and treat loss exposures and monitor risk control and financial resources to mitigate the adverse effects of loss.

Table 11: Respondents Opinions about How SACCO SERUKA GISENYI Apply the Risk Management Strategy in Management Accounting

Question	Answer	Frequencies	%
How does SACCO Seruka Gisenyi apply the risk management strategy in management accounting?	Identify, analyze, evaluate, and treat loss exposures	10	100
	Monitor risk control and financial resources to mitigate the adverse effects of loss	10	100

Source: Primary data 2023

The above table shows the respondents opinions about How SACCO SERUKA GISENYI apply the risk management strategy in management accounting. About 100% of them said that SACCO uses to Identify, analyze, evaluate, and treat loss exposures and Monitor risk control and financial resources to mitigate the adverse effects of loss. In general Loss may result from the following: financial risks such as cost of claims and liability judgments.

Referring to all the above information the first hypothesis was verified and confirmed.

Impact of Management Accounting on Decision Making within SACCO Seruka Gisenyi

Management accounting is a vital tool that helps businesses to make informed decisions based on financial data. It involves the collection, analysis, and presentation of financial information that is used by owners/managers to plan, control, and evaluate business operations. Strategic decision-making is the process of selecting the best course of action to achieve the goals and objectives of a business.

Decisions Made Thanks to Better Management Accounting within SACCO Seruak Gisenyi

Management accounting plays a crucial role in this process. It provides information on the financial performance of the business, which is essential for identifying opportunities and threats, evaluating options, and making decisions.

Table 12: Respondents' Opinions about Decisions Made Thanks to Better Management Accounting within SACCO Seruak Gisenyi

Decision made	Frequency	Percentages
Decision on cost Analysis	10	100
Deciding on budgeting and forecasting	10	100
Decision related to service provided and profitability analysis	10	100
Decision related to employees performance evaluation	10	100

Source: Primary Data 2023

The table above shows the respondents' opinions about decisions made thanks to better Management accounting within SACCO Seruak Gisenyi. About 100% of them confirmed that the SACCO made decisions on cost Analysis, budgeting and forecasting, service provided and profitability analysis and employees performance evaluation.

Decision on Cost Analysis

Management accounting data is vital to identifying opportunities to reduce costs, improve efficiency, and increase profitability.

Table 13: Respondents Opinions about how SACCO Seruka Gisenyi Decide on Cost Analysis Thanks to Management Accounting

Question	Answer	Frequencies	%
How does SACCO SERUKA GISENYI decide on cost analysis thanks to management accounting?	Identifying opportunities to reduce costs	10	100
	improve efficiency, and increase profitability	10	100

Source: Primary data 2023

The above table shows the respondents opinions about How SACCO SERUKA GISENYI decide on cost analysis thanks to management accounting. About 100% of them said that the SACCO uses this in order to identify opportunities to reduce costs and improve efficiency, and increase profitability. By analysing the cost of each business activity, owners and managers can make informed decisions about how to allocate resources and improve processes.

Decision on Budgeting and Forecasting

The data produced in a set of management accounts covers the financial performance of the business. In turn, this is used to prepare budgets and forecasts. These tools are essential for planning and controlling business operations.

Table 14: Respondents Opinions about how SACCO SERUKA GISENYI Decide on Budgeting and Forecasting Thanks to Management Accounting

Question	Answer	Frequencies	%
How does SACCO SERUKA GISENYI decide on budgeting and forecasting thanks to management accounting?	planning and controlling business operations	10	100
	to set goals, allocate resources, and monitor performance	10	100

Source: Primary data 2023

The above table shows the respondents opinions about How SACCO SERUKA GISENYI decide on budgeting and forecasting thanks to management accounting. 100% of them said that SACCO uses this in planning and controlling business operations and to set goals, allocate resources, and monitor performance. In general Budgets and forecasts help owners and managers to set goals, allocate resources, and monitor performance. They also enable businesses to anticipate future trends and adjust their strategies accordingly.

Service and Profitability Analysis

Determining the profitability of services is critical for any business. A well-prepared set of management accounts provide this essential data and help in identifying which services are generating the most revenue and which ones are not profitable.

Table 15: Respondents' Opinions about how SACCO SERUKA GISENYI Decide on Service And Profitability Analysis Thanks to Management Accounting

Question	Answer	Frequencies	%
How does SACCO SERUKA GISENYI decide on Service and profitability analysis thanks to management accounting?	Identifying which services are generating the most revenue and which ones are not profitable	10	100
	Analyzing service profitability	10	100

Source: Primary data 2023

The above table shows the respondents opinions about How SACCO SERUKA GISENYI decide on Service and profitability analysis thanks to management accounting. About 100% of them confirmed that the SACCO uses by Identifying which services are generating the most revenue and which ones are not profitable and analyzing service profitability where manager can make informed decisions about which services to focus on and which ones to discontinue.

Performance Evaluation

Management accounting can also generate data that contributes towards evaluating the effectiveness of business strategies and making adjustments as needed.

Table 16: Respondents Opinions about how SACCO SERUKA GISENYI Decide on Performance Evaluation Thanks to Management Accounting

Question	Answer	Frequencies	%
How does SACCO SERUKA GISENYI decide on performance evaluation thanks to management accounting?	Evaluating the effectiveness of business strategies and making adjustments as needed	10	100
	Identify areas of weakness and make informed decisions about how to improve performance	10	100

Source: Primary data 2023

The above table shows the respondents opinions about How SACCO SERUKA GISENYI decide on performance evaluation thanks to management accounting. 100% of them said that the SACCO uses the later for evaluating the effectiveness of business strategies and making adjustments as needed and identify areas of weakness and make informed decisions about how to improve performance. As opposed to assessing the financial performance of individual business units, management accounts can also help owners and managers identify areas of weakness and make informed decisions about how to improve performance.

The Reason of Using Management Accounting for Decision-Making

The following table shows the reason of using Management Accounting for decision-making as are to have basis of decision-making, increase the accuracy of decisions.

Table 17: The Reason of Using Management Accounting for Decision-making

Reasons	Frequency	Percent
To have basis of decision-making	10	100
To increase the accuracy of decisions	10	100
Decision is not possible without management accounting information	10	100

Source: primary data 2023

Respondents were asked the reasons as to why they use management accounting in their decision-making process. The results in table above show that 100% of the respondents use management accounting in order to have basis of making decision, 100% use it in order to increase the accuracy of the decision made and 100% of the respondents use management accounting information because making decision is impossible without management accounting. Results from the survey as indicated in the table above show that management accounting is very important to the decision making.

The Importance of Management Accounting in the Decision-making

The researchers wanted to assess the importance of management accounting in the decision-making as it was the concern of this study, and the following information were found.

Table 18: Respondents' Views on the Importance of Management Accounting in the Decision-making

Responses	Frequency	Percent
Very Important	**8**	**80%**
Important	**2**	**20%**
Undecided	**0**	**0**
Not important	**0**	**0**
Total	**10**	**100%**

Source: primary data 2023

In table above, respondents were asked to rate the importance of management accounting in the decision-making. Results from the survey show that 80% rated management accounting as very important and 20% rated it is important. The results from the survey reveal that 100% of the respondents indicated that management accounting is important in the decision-making. Referring to all the above information the second research objective was verified and confirmed.

General Conclusion and Suggestions

Conclusion

This part present the conclusion on variables studied in this study, entitled Use of management accounting techniques as veritable tools for organizational decision making. Case Study Umurenge Sacco Serua Gisenyi (2020- 2022).

The general objective of this study was to assess the impact of management accounting techniques to the organization decision making especially in in Umurenge sacco Seruka Gisenyi.

Then specifically: To examine the techniques of management accounting used in Umurenge sacco, Seruka Gisenyi, to analyze the impact of management accounting techniques on decision making within Umurenge sacco, Seruka Gisenyi and To provide suggestions based on research findings.

The following research questions were fixed:

1. What are the techniques of management accounting used in Umurenge sacco, Seruka Gisenyi

2. Is there any impact of management accounting techniques on decision making within Umurenge sacco, Seruka Gisenyi

The following research hypotheses were formulated by the research to aid the completion of the study:

1. The techniques of management accounting used in Umurenge sacco, Seruka Gisenyi are: Management reports, Financial statement analysis, Strategic management, Budgeting, Performance management and Risk management
2. Management accounting affect significantly the decision making wthin Umurenge sacco, Seruka Gisenyi.

Concerning the techniques of management accounting used in Umurenge sacco, Seruka Gisenyi, The table 5 shows the techniques of management accounting applied in SACCO Seruka Gisenyi. 100% of the respondents conformed that SACCO Seruka Gisenyi uses management reports, financial statement analysis, pricing, budgeting and cost systems.

The researchers therefore observed that the application of management accounting is effective as proven by the respondents asked.

The table 6 shows the respondents' opinions about the application of management report factors in management accounting within SACCO seruka Gisenyi. About 100% of them said that SACCO uses this in order To inform the performance of SACCO to the board and stakeholders and plan the strategic decisions. Senior executives and leadership use management reporting to drive their strategic decisions

The table 7 shows the respondents opinions about how SACCO SERUKA GISENYI uses financial statement analysis in management accounting. About 100% of them said that the later is used to create balance sheet, create income statement and create cash flow statement. In general financial statement analysis is used by internal and external stakeholders to evaluate business performance and value.

The table 8 shows the respondent's opinions about How SACCO SERUKA GISENYI apply the strategic management in management accounting. About 100% of them aid that SACCO Seruka Gisenyi uses the later factor in planning the necessities needed by the SACCO to meet its goals and also for monitoring, analysis and assessment. In general Changes in business environments will require organizations to constantly assess their strategies for success.

The table 9 shows the respondents' opinions about How SACCO SERUKA GISENYI prepare the budget in management accounting. About 100% of them said that the SACCO Prepare a projection of their needs in accordance with what they have and creating the spending plan in order to determine in advance whether they will have enough money to do the things they need to do.

The table 10 shows the respondent's opinions about How SACCO SERUKA GISENYI apply the performance management in management accounting. About 100% of them said that the SACCO uses to Monitor and evaluate employees' work and Creating an environment where people can perform to the best of their abilities generally the goal of performance management is to create an environment where people can perform to the best of their abilities and in alignment with the organization's overall goals

The table 11 shows the respondent's opinions about How SACCO SERUKA GISENYI apply the risk management strategy in management accounting. About 100% of them said that SACCO uses to Identify, analyze, evaluate, and treat loss exposures and Monitor risk control and financial resources to mitigate the adverse effects of loss. In general Loss may result from the following: financial risks such as cost of claims and liability judgments.

Concerning the impact of management accounting techniques on decision making within Umurenge sacco, Seruka Gisenyi, The table 12 shows the respondents' opinions about decisions made thanks to better Management accounting within SACCO Seruka Gisenyi. About 100% of them confirmed that the SACCO made decisions on cost Analysis, budgeting and forecasting, service provided and profitability analysis and employees performance evaluation.

The table 13 shows the respondent's opinions about How SACCO SERUKA GISENYI decide on cost analysis thanks to management accounting. About 100% of them said that the SACCO uses this in order to identify opportunities to reduce costs and improve efficiency, and increase profitability. By analyzing the cost of each business activity, owners and managers can make informed decisions about how to allocate resources and improve processes.

The table 14 shows the respondent's opinions about How SACCO SERUKA GISENYI decide on budgeting and forecasting thanks to management accounting. 100% of them said that SACCO uses this in planning and controlling business operations and to set goals, allocate resources, and monitor performance. In general Budgets and forecasts help owners and managers to set goals, allocate resources, and monitor performance. They also enable businesses to anticipate future trends and adjust their strategies accordingly.

The table 15 shows the respondent's opinions about How SACCO SERUKA GISENYI decide on Service and profitability analysis thanks to management accounting. About 100% of them confirmed that the SACCO uses by Identifying which services are generating the most revenue and which ones are not profitable and analyzing service profitability where manager can make informed decisions about which services to focus on and which ones to discontinue. The table 16 shows the respondent's opinions about How SACCO SERUKA GISENYI decide on performance evaluation thanks to management accounting. 100% of them said that the SACCO uses the later for evaluating the effectiveness of business strategies and making adjustments as needed and identify areas of weakness and make informed decisions about how to improve performance. As opposed to assessing the financial performance of individual business units, management accounts can also help owners and managers identify areas of weakness and make informed decisions about how to improve performance.

The results in table 17 show that 100% of the respondents use management accounting in order to have basis of making decision, 100% use it in order to increase the accuracy of the decision made and 100% of the respondents use management accounting information because making decision is impossible without management accounting. Results from the survey as indicated in the table above show that management accounting is very important to the decision making.

Referring to all the above information both first and second hypothesis were verified and confirmed.

Suggestions

The decision making is still the matter of many business in organizations. Strategic decision-makings and managers cannot be separated. They go inline together. Moreover, with the organization's concern on the firm performance, strategic decision-makings are considered crucial to managers that manage the organization. Management accounting is a key input to the decision making.

- Managers at all level of the organization should employ various management accounting techniques in their decision-making process. Management accounting succeeded to convert challenges to opportunities.
- Management accounting extends services to various organizations. Finally the performance of SACCO Seruka Gisenyi demonstrates the role of management accounting in decision making in organizations.

REFERENCES

Amabile, T. M., Regina , C., Heather , C., Jeffrey, L., & Michael , H. (1996). Assessing the Work Environment for Creativity. *Academy of Management Journal*.

Amabile,, T. M. (1997). Motivating Creativity in Organizations. *Open Journal of Social Sciences,*.

Andriopoulos, C. (2000). *Enhancing organisational creativity: the process of perpetual challenging.* Glasgow: Management Decision.

Bosma, N., Wennekers, S., & Amorós , J. (2011). *Entrepreneurs and entrepreneurial employees across the globe.* London: Global Entrepreneurship.

cook, P. (1998). The Creativity Advantage. *American Journal of Industrial and Business Management*.

Cooper, D. R., & Schindler, P. S. (2011). *Business Research Methods* (11th Ed ed.). New York: McGraw-Hill.

Creswell,, J. W., & Plano Clark, V. L. (2010). *Designing And Conducting Mixed Methods Research.* online.

Fabozzi, F. J. (2016). *Fixed Income Analysis.* canada: John Wiley & Sons. Copyright.

Grawitz, F. M. (2017). A proposed computer method for online data analysis. *Creative Commons Attribution*.

Guilford,, J. P. (1950). Creativity. *Journal of Behavioral and Brain Science*.

Hofer. (1986). Measurement of Business Performance in Strategy Research. *The Academy of Management Review*.

Marcus, C. L. (2015). A Performance Theory of Media. *Anarchival Impulses*.

Kakooza, J. B. (2016). What Do Managers Do? *The Africa Management Review*

Kenneth , A. j. (2014). *Creating a Learning Society.* columbia: Columbia University Press .

Khaire, M., & Teresa , A. M. (2008). *Creativity and the Role of the Leader* . Harvard Business School Publishing Corporation.

mokhtar, A. (2014). Firm Performance And Emerging Economies. *The Journal of Applied Business Research*.

Nangoli, S., Dickson , T. D., Geofrey , K. M., Christopher , K., & Mahmood , J. (2013). Towards Enhancing Business Survival and Growth Rates in LDCs: An Exploratory Study of the Drivers of Business Failure among SMES in Kampala-Uganda. *International Journal of Humanities and Social Science*.

Pamela , H. (2014). *Manage to Engage: How Great Managers Create Remarkable Results.* canada: John Wiley & Sons. Copyright. .

Perry-Smith, J. E., & Shalley, C. E. (2003). The Social Side of Creativity. *Academy of Management Review*.

Rwamigabo, , E. R. (2017). Social enterprise Seruka Gisenyi. *Social Enterprise Journal*,.

Saunders, M., & Philip , L. (2017). *Doing Research in Business and Management.* Harlow: Pearson.

Trajtenberg, M. (1990). A Penny for Your Quotes: Patent Citations and the Value of Innovations. *The RAND Journal of Economics*, 172-187.

Vidal, D. (2007). Influence of questionnaire design on response to mail surveys. *International Journal of Social Research Methodology*.

William, S. E., & Werner, B. M. (2016). *Measuring R&D Performance.* State of the Art.