

Management Accounting Techniques and Non-Financial Organizational Performance: Evidence from Nepalese Banks

Purna Narayan Maharjan¹, Janga Bahadur Hamal^{2*}

¹Lecturer of Management, Public Youth Campus, Tribhuvan University, Nepal, <https://orcid.org/0009-0000-5557-5635>, purna.maharjan@pyc.tu.edu.np

^{2*}Correspondence Author: Lecturer of Management, Saraswati Multiple Campus, Tribhuvan University, Nepal, <https://orcid.org/0000-0003-3030-1640>, janga.hamal@smc.tu.edu.np

Abstract: *The aim of the present study is to examine the degree of adoption of management accounting techniques (MAT) and the effect of such practices on the non-financial organizations' performance (NFOP) in the banking industry of Nepal. This study makes use of survey data collected from 300 participants comprising branch managers, accounting officers, and senior employees of commercial and development banks in Kathmandu Valley. In this regard, descriptive statistics and structural equation modeling (SEM) have been used to test the association between MAT and NFOP. As revealed in the findings, while conventional MAT such as benchmarking, management control systems, and operations budgeting are widely practiced, the adoption of modern MAT, including customer profitability analysis, risk-adjusted performance measures, and decision-making tools, is relatively low because of resource limitations and regulations. The findings of SEM have shown that approximately 65 percent of the variation in non-financial performance such as customer satisfaction, employee productivity, service quality, innovation, and many more can be attributed to the adoption of MAT. The research suggests that by promoting the use of advanced MATs through management commitment, regulatory flexibility, and professional development, Nepalese banks can improve their long-term competitiveness, innovation, and sustainability.*

Keywords: management accounting techniques, non-financial performance, structural equation modeling, contingency theory, Nepalese banks

I. INTRODUCTION

The banking industry is vital to Nepal's economy as it promotes growth and development. Globalization, digitization, and rising customer expectations have compelled banks to excel in financial management, customer satisfaction, employee engagement, innovation,

and service quality. Traditional accounting methods that focus predominantly on financial reporting are inadequate (Johnson & Kaplan, 1987; Nepal Rastra Bank, 2024). Management Accounting Techniques (MATs) have become indispensable tools to meet these criteria. In contrast to traditional accounting, management accounting offers prospective information to enhance decision-making (Simmonds, 1981; Bromwich, 1990). Management Accounting Techniques (MATs) include operational budgeting, balanced scorecard, benchmarking, and customer profitability analysis that enhance banks' efficiency, innovation, and overall stakeholder value (Kaplan & Norton, 1992; Cadez & Guilding, 2008).

The use of MATs is critical for banks not only in generating profits but also in improving customer experience, employee performance, service quality, and innovation (Otley, 2016; Chenhall & Moers, 2015). Although Nepalese banks have been growing, there is evidence of limited use of advanced MATs by Nepalese banks (Khanal, 2020).

Despite the existing literature showing the relationship between MATs and organizational performance, Nepalese banks still rely largely on financial reports based on compliance (Adhikari, 2021). Compared to developed countries, Nepal is characterized by limited usage of advanced MATs (Koirala & Shrestha, 2019). The above raises concern about Nepalese banks' use of MATs in improving non-financial performance metrics such as customer satisfaction, employee performance, service quality, and innovation. Contemporary international literature has extensively explored the link between Management Accounting Techniques (MATs) and organizational performance (Cadez & Guilding, 2012; Nixon & Burns, 2012); yet, the majority of studies concentrate mainly on financial performance (Otley, 2016). The same trend is observed in Nepal since contemporary research in this area is limited (Khanal, 2020; Adhikari, 2021).

MATs are important in improving organizational performance since they help in planning, controlling, decision making, and evaluating strategies (Chenhall, 2003; Otley, 2016). Various management accounting techniques such as operational budgeting, benchmarking, balanced scorecard, customer profitability analysis, and management control systems improve non-financial organizational performance areas, including customer satisfaction, employee performance, service quality, and innovation (Kaplan & Norton, 1996; Cadez & Guilding, 2008; Guilding & McManus, 2002). As such, the hypothesis of this paper assumes that increased use of MATs improves the non-financial organizational performance of Nepalese banks.

Consequently, a substantial research gap exists regarding the examination of the implementation of MATs by Nepalese banks and their impact on non-financial performance, as illustrated in Table 1.

Table 1*Research questions, objectives, and methods summary*

Research questions	Objectives	Research methods
To what extent have Nepalese Banks adopted MATs?	To assess the level of adoption of MATs in Nepalese Banks.	A questionnaire supported by descriptive analysis and literature review
How does the adoption of MATs influence banks' nonfinancial performance?	To examine the influence of MATs on the nonfinancial performance of Nepalese banks.	A questionnaire supported by structural equation model analysis and a literature review

II. LITERATURE REVIEW

Theoretical Review. According to contingency theory, the effectiveness of management accounting tools is most effective when they are tailored to the unique environment of the organization (Chenhall, 2003). In the case of the banking industry of Nepal, the use of management accounting tools depends upon aspects like regulatory rules, resource availability, competition, and size of the bank. Despite having the ability to improve organizational efficiency not only financially but in other aspects as well, modern management accounting tools are not adopted by Nepalese banks due to high costs.

Empirical Review. Evidence from practice suggests that budgeting and variance analysis, on one hand, and more sophisticated techniques, like the Balanced Scorecard, customer profitability analysis, and ABC/TDABC, are widely used. As stated by Abdel-Kader and Luther (2008), the choice and use of MATS depend on the company's characteristics. On the contrary, Cadež and Guilding (2008) proved that strategic accounting techniques, like benchmarking and customer accounting, are important in improving organizational performance. In the banking industry, techniques like ABC and FTP make it possible to calculate costs at a product or a branch level. Moreover, risk-adjusted techniques, like RAROC, enable better analysis of profitability when dealing with uncertainty (Kaplan & Cooper, 1998; Banker, Chang & Pizzini, 2004). Recent empirical studies carried out in Nepal show that banks adopt these methods to improve their competitive advantage.

The non-financial performance factors like customers' satisfaction, employees' performance, service quality, and innovations constitute the main determinants of financial performance according to NFOP theory (Kaplan & Norton, 1996; Ittner & Larcker, 1998). Customers' loyalty and service quality become very important competitive aspects for banks (Hoque & James, 2000). Non-financial variables of the Balanced Scorecard, especially the level of customer and employees' satisfaction indices, have been statistically verified as significant indicators of future profits (Ittner & Larcker, 1998).

MATs help in improving NFOP. For instance, the Balanced Scorecard is an integrated system which connects employee's goals with the results received by customers (Kaplan & Norton, 1996), while cost management techniques like Activity-Based Costing (ABC) support price making and service development process (Guilding & McManus, 2002).

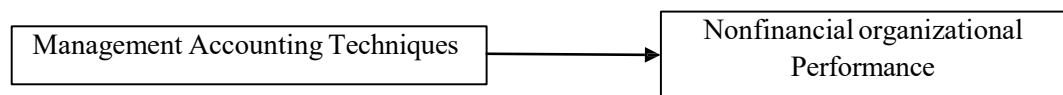
Management control systems improve employee performance via feedback (Simons, 1995; Chenhall, 2003). The application of MATs leads to better performance with respect to customer satisfaction and innovations in Nepal, even though some more sophisticated methodologies are hardly used (Banker et al., 2004; Bessis, 2015).

Strategic management accounting approaches help achieve better financial and nonfinancial performance through improved decision making, efficiency, innovation, customer satisfaction, employee performance, and quality of services (Chenhall & Moers, 2015; Otley, 2016; Maharjan, 2024). With regard to the banking industry, methods like balanced scorecard, customer profitability analysis, risk-based performance assessment, and decision-making analyses have proven helpful in ensuring organizational flexibility, customer retention, and innovation capabilities (Banker et al., 2004; Haque & Rahman, 2020). Additionally, the increasing digital transformation and stiff competition in developing economies are prompting organizations within the banking industry to use strategic management accounting approaches for enhanced organizational performance.

Recent studies, however, indicate that Strategic Management Accounting (SMA), Modern Management Accounting Techniques (MMATs), budgeting, benchmarking, performance evaluation, and Time-Driven Activity-Based Costing (TDABC) significantly improve customer satisfaction, service quality, product innovation, operational efficiency, and strategic decision-making in Nepalese banks (Maharjan et al., 2025; Bhattarai et al., 2025; Mahatman, 2025). Likewise, the Balanced Scorecard (BSC) framework has been found to strengthen sustainable performance and organizational competitiveness by integrating financial and non-financial performance perspectives, including customer, internal process, and learning dimensions (Sodha & Abdulhameed, 2025). Most of these studies employed SEM, CFA, path analysis, and regression analysis under the framework of Contingency Theory. Nevertheless, the existing literature is largely concentrated in the Nepalese banking sector and relies heavily on cross-sectional and perceived performance measures, highlighting the need for future longitudinal and comparative research.

Research framework. The study presents the hypothesis based on a review of empirical literature to answer the following research question: What is the impact of management accounting techniques on non-financial performance of Nepalese banks? Several studies have proven that there exists a strong relationship between management accounting techniques and performance measures.

Figure 1
Research framework of the study



This conceptual framework, as shown in figure 1 below, describes how an evaluation can be made on the effect of management accounting techniques on performance and provides some recommendations for the banks in Nepal. Based on the above model, the hypothesis

developed for the research is that management accounting techniques have a considerable impact on non-financial performance of Nepalese banks. H_1 : There is a significant positive effect of MATs adoption on banks' nonfinancial performance.

III. RESEARCH METHODOLOGY

For this study, the descriptive design was used to determine the extent of adoption of MATs among Nepalese banks, while the causal-comparative design was used to ascertain the impacts of such adoption on the nonfinancial performance of organizations. The target population for this study was all employees within twenty commercial banks and seventeen development banks operating in Nepal. Quantitative primary data collection was carried out using a survey questionnaire. A five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), was used in this study. Using purposive sampling, branch managers, accountants, and other senior personnel with accounting background knowledge were included in the study, resulting in a total of 300 usable responses, which amounts to a 60% response rate out of the expected 500 participants. Previous studies conducted by Zhang and Morris (2014) and Farouk et al. (2016) have shown that managers typically give high-quality answers; therefore, the 168 sample size used in this study is enough to ensure the objectivity of the findings. The variable for the adoption of MATs contains eight questions, while that for nonfinancial performance has six items. The sources of test items for the MATs and NFOP under the study are depicted in Table 2.

Table 2

Measurement items

Constructs	Items	Measurements Items	Sources
Management Accounting Techniques (MATs)	MA1	Operational budget	Chenhall & Langfield-Smith (1998); Abdel-Kader & Luther (2008)
	MA2	Costing tools	Kaplan & Cooper (1998); Abdel-Kader & Luther (2008)
	MA3	Balance-scored card	Kaplan & Norton (1996); Hoque & James (2000)
	MA4	Bench marking	Chenhall & Langfield-Smith (1998); Cadez & Guilding (2008)
	MA5	Customer profitability analysis	Guilding & McManus (2002); Cadez & Guilding (2008)
	MA6	Decision-support analytics	Abdel-Kader & Luther (2008); Cadez & Guilding (2008); Maharjan (2024)
	MA7	Management control systems	Simons (1995); Chenhall (2003); Cadez & Guilding (2008)
	MA8	Risk-adjusted performance measures	Bessis (2015); Banker, Chang & Pizzini (2004)
	OP1	Increase in customer satisfaction	Kaplan & Norton (1996); Ittner & Larcker (1998)

Nonfinancial Organizational Performance (NFOP)	OP2	Increase in employee performance	Kaplan & Norton (1996); Hoque & James (2000)
	OP3	Increase in employee satisfaction	Ittner & Larcker (1998); Kaplan & Norton (1996)
	OP4	Increase the quality of services	Kaplan & Norton (1996); Ittner & Larcker (1998); Maharjan (2024)
	OP5	Increase in Product Innovation	Kaplan & Norton (1996); Banker, Chang & Pizzini (2004)
	OP6	Increase in Service Innovation	Berry et al. (2006); Haque & Rahman (2020)

The descriptive statistics technique was used in order to determine the level of use of MAT, together with structural equation modeling (SEM), confirmatory factor analysis (CFA), and path analysis of the gathered data. Reliability test such as the Cronbach Alpha technique was used in verifying the consistency of the survey procedure. All statistical analyses were done using SPSS and AMOS software applications.

IV. RESULTS AND DISCUSSION

Respondent's profile. The survey collected 300 valid responses from branch managers, accounting officers, and senior staff of commercial and development banks in Nepal. Among them, 66% were male and 34% were female. Most respondents were aged 30-40 (44%), followed by those aged 41-50 (32%). A smaller share was below 30 years (12%) and above 50 years (12%). In terms of education, 76% had a Master's degree, 20% had a Bachelor's degree, and 4% had qualifications higher than a Master's. Regarding work experience, 45% had 6-10 years, 31% had more than 10 years, and 24% had up to 5 years. This shows that the study mainly involved well-qualified and experienced professionals, making the findings more reliable. The detailed demographic profile of the respondents is summarized in Table 3.

Table 3

Respondent's background profile

Demographic	Categories	Respondents	Percentage
Gender	Male	198	66
	Female	102	34
Age group	Below - 30	36	12
	30-40	132	44
	41-50	96	32
	Above-50	36	12
Education Level	Bachelor	60	20
	Master	228	76
	Above Master	12	4
Experience	Up to 5 years	72	24
	6-10 years	135	45
	Above 10 years	93	31

Note: Field survey (2025)

Adoption of management accounting techniques. This study examines the degree of implementation of MAT in Nepalese banks by using data collected from branch managers, accounting officers, and other senior staff, with results presented in Table 4. These results are discussed in an effort to enhance knowledge regarding MAT implementation in these banks.

Table 4

Descriptive statistics of MATs practices

MATs	Mean	Std. Dev.	Adoption Rank
Operational budget	4.2	0.8	1
Benchmarking	3.9	0.7	2
Management control systems	3.7	0.9	3
Balanced Scorecard	3.5	0.8	4
Costing tools	3.3	0.9	5
Customer profitability analysis	3.1	0.7	6
decision-support analytics	2.9	0.6	7
Risk-adjusted performance measures	2.7	0.8	8

Table 4 shows that operational budgeting is the most common method used by banks in Nepal. It is also seen as very important for planning and management. The fact that so many banks use benchmarking and management control systems shows that they care a lot about following the rules and staying ahead of the competition. Still, advanced methods like strategic pricing and value chain costing are not often used. Banks can't raise prices very easily because of strict rules, and they mostly use old pricing systems and don't have good ways to track costs.

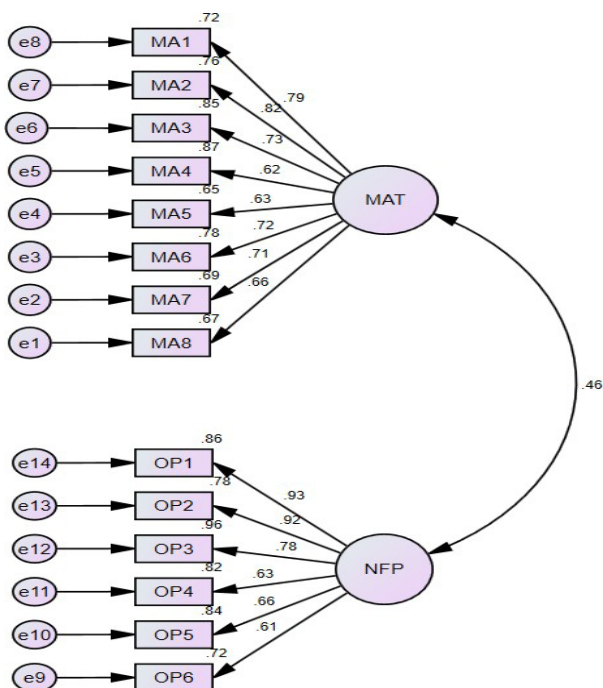
Measurement model. As shown in Table 5, all the constructs satisfy the reliability and validity thresholds. Cronbach's Alpha (CA) of 0.865, Composite Reliability (CR) of 0.923, and Average Variance Extracted (AVE) of 0.692 all indicated that the MATs construct was highly reliable and valid. These values conform to both excellent internal consistency and convergent validity. The thresholds are 0.5 for AVE (Fornell & Larcker, 1981) and 0.70 for CA and CR (Nunnally, 1978; Hair et al., 2019). The NFOP construct shows good reliability and convergent validity, with its items effectively measuring the intended concept (CA = 0.726, CR = 0.755, AVE = 0.625). Additionally, the Variance Inflation Factor (VIF) values for all items ranged from 1.05 to 1.85. VIF values below 5 indicate no serious multicollinearity issues (Hair et al., 2019). So, there are no multicollinearity concerns among the items within each construct. The factor loadings for MATs and NFOP items range from 0.612 to 0.932, which means that they are well-defined and strong measures that accurately represent their respective constructs. All of them are above 0.5 (Hair et al., 2019).

Table 5
Measurement model

Constructs	Items					
	Code	Factor Loading	CA	CR	AVE	VIF
Management Accounting Techniques (MATs)	MA1	0.794	0.865	0.923	0.692	1.38
	MA2	0.824				1.55
	MA3	0.734				1.40
	MA4	0.619				1.42
	MA5	0.626				1.56
	MA6	0.724				1.45
	MA7	0.712				1.68
	MA8	0.656				1.85
Nonfinancial Organizational Performance (NFOP)	OP1	0.932	0.726	0.755	0.625	1.05
	OP2	0.915				1.11
	OP3	0.784				1.12
	OP4	0.625				1.22
	OP5	0.655				1.15
	OP6	0.612				1.25

Note: Cronbach's Alpha (CA), Composite Reliability (CR), Average Variance Extracted (AVE), Variance Inflation Factor (VIF)

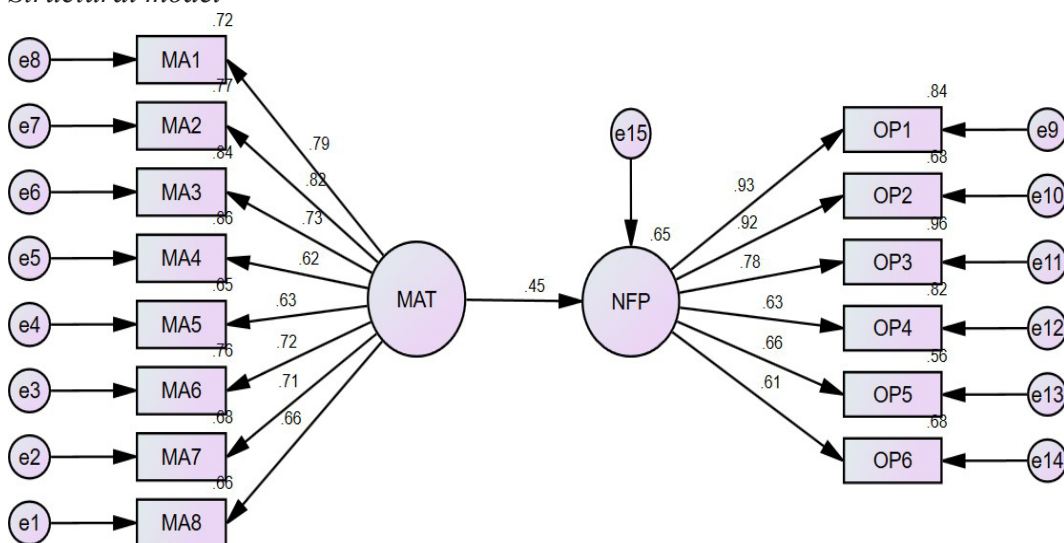
Figure 2
Measurement model



Structural model assessment. A variety of fit indices were employed to assess the structural model's fit and ensure it met the recommended threshold values. The structural model demonstrated an excellent fit, with $\chi^2/df = 1.83$, which is below the 3.00 threshold (Kline, 2016). CFI and TLI = 0.95, exceeding the 0.90 benchmark (Hair et al., 2019), and RMSEA = 0.06 and SRMR = 0.05, both below the 0.08 cutoff (Hu & Bentler, 1999), confirming robust alignment with the hypothesized relationships. These results validate the study's hypothesis that MATs significantly enhance NFOP in Nepalese banks, while also supporting contingency theory's assertion that MATs effectiveness depends on alignment with contextual factors like regulation and resources (Chenhall, 2003). The path diagram of the structural model and its regression coefficient is displayed in *Figure 3*.

Figure 3

Structural model



Analysis of the structural equation model. The SEM results indicate that the adoption of MATs explains 65% of the variance in NFOP, demonstrating a strong effect. The remaining 35% is most likely attributed to other organizational or individual factors. This strong R^2 value confirms the premise of a significant positive influence, highlighting the importance of MATs in organizational success.

Table 6

Value of R^2 of the model

Exogenous Variables	Endogenous Variable	Squared Correlations (R^2)
Management accounting techniques	Nonfinancial organizational performance	0.65

Hypothesis test. SEM, the study show that MATs have a significant positive effect on NFOP. The standardized coefficient ($\beta = 0.45$) indicates a moderate positive impact, meaning that higher adoption of MATs leads to better NFOP. The relationship is statistically significant, as confirmed by the t-value (4.32) and p-value (0.002). Therefore, Hypothesis

H1 is supported, suggesting that MATs improve non-financial outcomes such as Customer satisfaction, employee performance, employee satisfaction, quality of services, product innovation, service innovation, particularly in banking sectors.

Table 7

Values of regression coefficients of influence of MATs adoption on NFOP

Hypotheses	Hypothesized Relationship	Standardized Estimates	T - Value	P- Value	Decision
H1	NFOP <--- MATs	0.45	4.32	.002	Supported

Note: Significant at a 5% level

Discussion. The study found that Nepalese banks mostly use traditional management accounting tools, with operational budgeting being the most widely adopted, followed by benchmarking and management control systems, which help banks remain competitive and compliant. These findings are similar to earlier studies that highlight budgeting as the foundation of planning and control in many organizations, especially in developing economies where compliance and cost control dominate (Chenhall & Langfield-Smith, 1998; Abdel-Kader & Luther, 2008; Cadez & Guilding, 2008). On the other hand, the limited use of advanced techniques such as risk-adjusted performance measures, customer profitability analysis, and decision-support analytics also reflects earlier research in developing countries, which shows that resource constraints and strict regulations often prevent wider adoption (Kaplan & Cooper, 1998; Abdel-Kader & Luther, 2008). However, this outcome contradicts findings from industrialized nations, where sophisticated methods such as activity-based costing and risk-adjusted metrics are prevalent and deemed crucial for strategic decision-making (Guilding & McManus, 2002; Chenhall, 2003). In general, MATs have a strong positive effect on non-financial performance, such as customer satisfaction, employee performance, service quality, and innovation. This supports international evidence that these techniques improve both financial and non-financial outcomes (Kaplan & Norton, 1996; Ittner & Larcker, 1998; Otley, 2016). It also shows that Nepalese banks are still in the early stages of adopting more advanced approaches than those used around the world.

V. CONCLUSION AND IMPLICATION

This study examined the adoption of MATs and their influence NFOP in Nepalese banks. The findings showed that banks mainly rely on traditional techniques such as budgeting, benchmarking, and management control systems, while the adoption of advanced tools remains limited because of resource constraints, regulatory barriers, and resistance to change. The SEM results revealed that MATs significantly improve customer satisfaction, employee performance, service quality, and innovation, explaining 65% of the variation in NFOP and supporting contingency theory. The study suggests that Nepalese banks should adopt advanced tools such as the Balanced Scorecard and risk-based performance measures, supported by regulatory flexibility, training, and capacity building to enhance competitiveness and sustainability. However, the study was limited to commercial and

development banks in Kathmandu Valley, relied on cross-sectional questionnaire-based data, and excluded several contextual and financial variables; therefore, future research should adopt longitudinal and mixed-method approaches, include broader sectors and performance measures, and explore emerging technologies such as AI-based accounting systems and digital performance measurement tools.

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