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Research Paper

Assessing the Connection Between Accounting Information Quality and Strategic Decision-Making: An Analytical Study of Iraqi Banks

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Abstract

The paper will examine whether, and to what extent, accounting information quality is relevant to the strategic decision-making of banks in Iraq operating in difficult economic and political environments. The point is that the better the accounting information, the more reliable it is for managerial decision-making, as it reduces uncertainty. In that regard, accounting information quality is considered a multidimensional construct that includes relevance, reliability, and comparability. The study is empirically founded on a field survey with 150 employees in major banking functions, which include investment, risk management, information systems, internal audit, and accounting, on an analytical-descriptive approach. The results indicate that the perceived quality of accounting information and strategic decision-making are strongly linked. Though these findings suggest that the quality of information environments could enhance strategic decisions, the correlational nature means we cannot conclusively identify which improves strategic decisions; that is, organizations with higher strategic ability may invest more in information quality, or this may be due to more encompassing governance and regulatory factors. In practice, the results yield recommendations for banks in Iraq to improve their accounting systems to produce more decision-relevant, reliable, and comparable reports; strengthen internal control mechanisms; and standardize accounting policies to enhance clarity and consistency in financial reporting. On the whole, the research shows that enhancing banks' informational infrastructure may be an important aspect, but not the only one, in facilitating strategic decision-making in volatile situations.

Keywords:

Accounting information quality, strategic decision-making, financial reporting quality, accounting information systems.

ورقة بحثية
تقييم العلاقة بين جودة المعلومات المحاسبية واتخاذ القرارات
الاستراتيجية: دراسة تحليلية عن المصارف العراقية

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المستخلص

ستتناول الورقة البحثية مسألة ما إذا كانت جودة معلومات المحاسبة ذات صلة بعملية اتخاذ القرارات الاستراتيجية لدى المصارف في العراق، أو إلى أي مدى تكون كذلك، ولا سيما المصارف التي تعمل في بيئات اقتصادية وسياسية صعبة. وتتمثل الفكرة في أنه كلما كانت المعلومات المحاسبية أفضل، كانت أكثر موثوقية في دعم القرار الإداري؛ إذ تُقلل مستوى عدم اليقين، وتزيد من قابلية المقارنة بين البدائل، وتُحسن الأساس الأدلة الذي تُبنى عليه القرارات الاستراتيجية. وفي هذا السياق تُعدّ جودة المعلومات المحاسبية مفهوماً متعدد الأبعاد، يشمل: الملاءمة، والموثوقية، وقابلية المقارنة. ومن الناحية التطبيقية، تستند الدراسة إلى مسح ميداني شمل 150 موظفاً في وظائف مصرفية رئيسية، تشمل الاستثمار، وإدارة المخاطر، ونظم المعلومات، والتدقيق الداخلي، والمحاسبة، وذلك وفق منهج وصفي-تحليلي. وتشير النتائج إلى وجود ارتباط قوي بين الجودة المدركة للمعلومات المحاسبية وبين اتخاذ القرارات الاستراتيجية. وعلى الرغم من أن هذه النتائج توحي بأن تحسين بيئة المعلومات قد يعزز القرارات الاستراتيجية، فإن الطبيعة الارتباطية لهذه النتائج تعني أننا لا نستطيع تحديد أيهما يؤثر في الآخر بشكل قاطع؛ فقد تكون المؤسسات ذات القدرة الاستراتيجية الأعلى هي التي تستثمر أكثر في جودة المعلومات، أو قد يكون ذلك ناجماً عن عوامل حوكمة وتنظيم رقابي أكثر شمولاً. عملياً، تقضي النتائج إلى توصيات للمصارف في العراق بتحسين أنظمتها المحاسبية لإنتاج تقارير أكثر ملاءمة للقرار وأكثر موثوقية وقابلية للمقارنة، وتعزيز آليات الرقابة الداخلية، وكذلك توحيد السياسات المحاسبية بما يرفع مستوى الوضوح والاتساق في التقارير المالية. وبوجه عام، تُظهر الدراسة أن تعزيز البنية التحتية للمعلوماتية للمصارف قد يكون جانباً مهماً—وإن لم يكن الجانب الوحيد—في محاولة تيسير اتخاذ القرارات الاستراتيجية في ظل أوضاع متقلبة.

الكلمات الرئيسية:

جودة المعلومات المحاسبية، اتخاذ القرارات الاستراتيجية، جودة التقارير المالية، نظم المعلومات المحاسبية، القطاع المصرفي.

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1. Introduction

The accounting information quality concept has acquired increased interest in the past decades particularly when capital markets have become more sophisticated and business organizations have increased in scope and size. The quality of accounting information in the context of this study is the measure of the capacity of the accounting system to generate information to satisfy the decision-making requirements of the users and to make rational economic decisions. The measure of this concept is typically in terms of qualitative properties, in particular, relevance (usefulness in making decisions), reliability (able to be faithful in representation and free of major bias or error, where applicable) and comparability (ability to be consistent and therefore make meaningful comparison levels across time and subjects). The mentioned attributes are especially important in the financial reporting since they may decrease the level of informational ambiguity and increase the trust of stakeholders to the reported values. Strategic decisions are considered as decisions that have long term consequences and affect the direction of an organization, resource allocation as well as positioning in competition. These are the decisions that are generally made in uncertain conditions and entail a consistent interpretation of information, data and expectations regarding the future situation. The implication of this argument is that, in as much as decision-makers have the high-quality accounting information, they are in a better position to assess the alternatives, anticipate threats, and rationalize the strategic options in a systematic manner. On the other hand, in the case of incomplete information, inconsistency, or hard to verify information, strategic decision-making can become more of a judgment and guess work which increases the probability of preventable mistakes, particularly in volatile settings. It is against this backdrop that the paper analyzes challenges that banks in Iraq encounter in the process of making effective strategic decisions in the volatile economic and political environments. The text points to the speedy and disruptive changes, which relate the environment in which the company operates, and financial strains, including sanctions, depreciation of the currency, increasing inflation rates, and limitations of external assistance. In this case, banks will experience more doubts in terms of investment, financing and risk management. As such, the paper is concerned with the way accounting information quality can affect or be correlated with strategic decision making in Iraqi banks that are operating in the light of existing economic and political conditions. In order to transform this general issue into quantifiable hypotheses, the research suggests three supporting questions that will be in line with the major aspects of accounting information quality. To start with, it poses the question of whether accounting information relevance is statistically related to strategic decisions in banks. Second it examines the relation between strategic decision support and the reliability of accounting information. Third, it focuses on whether accounting information comparability is statistically linked to strategic decision-making. The questions are in line with the objectives of the study, which are to investigate relationships between the quality attributes (relevance, reliability and comparability) and strategic decisions made in the banking industry. The contributions that the study is expected to make are



also made clear in the study. In a scientific sense, it aims at formulating a conceptual/practical framework of identifying the impact of the accounting information quality on strategic decision-making, attaching importance on the qualitative features, and providing an analytical model that helps to evaluate the quality of information as well as the strengths and weaknesses of the accounting system. In practice, it seeks to provide suggestions which should assist banks to better quality and use accounting information in strategic decision-making, help managers and accountants to interpret and use accounting reports, and perhaps decrease risk, enhance efficiency, and promote institutional strategic purposes. The research further proposes that the regulators and oversight agencies might use such a research to formulate standards and guidelines that would enhance the quality of accounting information in the banking sector.

2. Background:

2.1 Accounting Information Quality:

The quality of accounting information refers to how well financial information produced by an accounting system will satisfy the requirements of different users such as investors, lenders, and regulators, and make rational economic decisions. (Cong Phuong and Dinh Khoi Nguyen, 2012). In this regard, quality does not refer simply to a technical quality of numbers; it is based on the decision usefulness of accounting outputs and the level to which such outputs are capable of giving a clear, credible and comparable picture on the financial position and performance of an entity. This definition presumes that users rely on formal financial reports as important inputs in decision-making and that the better the quality of information, the lower the ambiguity and informational asymmetry (Amoako et al., 2021), and hence the better the trust in financial reporting is (LEUZ and WYSOCKI, 2016). The text also highlights that the usefulness of the quality of accounting information is seen in the fact that it may contribute to making more efficient economic decisions, and enhancing the credibility in the relations between firms and stakeholders (Zhao et al., 2019). The high quality of information contributes to making more correct, defensible decisions, since they are supported by evidence, which can be accessed and tested by the users. Specifically, the discussion connects a better quality of information with greater transparency and higher confidence of stakeholders (Pererva et al., 2021), which in turn might eventually lessen the suspicion and the need to over-monitor something. Nevertheless, these assertions must be taken with a grain of salt (Vervaet, Frederik Juliaan, 2020) : though it stands to reason that more transparent and authoritative reporting would lead to better trust and accelerate it, to empirically verify such results Yang et al. (2019), it would usually be necessary to provide evidence on top of the conceptual rationale (Moosapour et al., 2021).

Operationally, the text provides that the accounting information quality is generally determined with the help of multiple qualitative traits (Sofiene B.M. Hammami et al., 2012). To start with, relevance means the usefulness of the information in making a decision, such as the capacity to assist the users in predicting



the future or proving (or refuting) the past expectations (Slobogin, 2025). Relevance exists when the information has direct impact on the decisions of the users and is up to date and comprehensive enough to make a decision (Siebert et al., 2013). Second, faithful representation (which is commonly used together with reliability) means that the figures reported should be an accurate portrayal of economic reality (Kuratko et al., 2015), free of material distortion, and in a form that allows clients to reasonably trust (Davidson et al., 2022). Third, comparability is the capacity to compare information between periods or entities; it presupposes the use of similar accounting techniques and disclosures that enable users to see that the difference is due to economic conditions instead of accounting-technological changes (José Londoño-Cardozo., 2025). Two other characteristics that enhance usability as described in the text include understandability (which refers to the fact that information is presented in an easily comprehensible manner and can be understood by the target audience (Auschra et al., 2020), including non-experts) and timeliness (the information has to be published in time in order to be relevant to the decision, but it cannot and should not become just a part of history) (van Bavel et al., 2025).

Based on these attributes, the text specifies a few goals of accounting information quality which logically derive out of its emphasis on decision-usefulness (Cordery and Sinclair, 2016). These involve making the financial system more effective due to transparency, ensuring that the stakeholders have confidence due to fewer informational disputes, reinforcing decision-making with correct (Abatecola, 2014), reliable, and detailed information, and improving the efficiency of the economy by steering the allocation of resources to activities with greater value (Morelli and Cunningham, 2012). Furthermore being in line with international standards namely incorporation of International financial reporting standards (IFRS) can be useful in enhancing both firm and industry levels of comparability (Gus De Franco et al., 2023). The role of the standards should not be overemphasized, though, compliance has the potential to enhance comparability and foster discipline in disclosures, yet the real benefits are associated with enforcement, institutional capacity, and the quality of implementation (Fernández-i-Marín et al., 2023). Quality of accounting information in the text is described as a multidimensional theory that is correlated with more informed decisions and more reliable financial reporting (Azar et al., 2019). The central point of its message is that relevance, faithful representation and comparability, which are backed by understandability and timeliness provide a sound basis to gauge whether the accounting products are fit to purpose, and why better reporting practices and standardisation become priorities to organizations and regulators (Managing the Performance of Regulatory Agencies, 2022).

An additional quality of accounting information is verifiability, that, in other words, the information that is reported must be verifiable that is, by documenting it, by replicating the calculations, or by other evidence that is of interest to an auditor (Chen et al., 2025), so that its accuracy and integrity can be reasonably assured. In theory, this increases the trust of users in financial reports (Awni Rawashdeh (2024). Developing on this, the text considers the accounting information quality, as the capacity of the accounting system to fulfill the requirements of different users by



supplying information with significant qualitative characteristics, namely relevance, faithful representation, comparability, understandability, and timeliness, so the disclosures become more economically useful (L.G. Korshunova, 2023). Such a view presupposes that users have a meaningful dependence on formal accounting reports in option evaluation and that a significant enhancement of information quality can lead to a decrease in the informational ambiguity (Ahn and Kahlor, 2022). On these grounds, it is implied in the text that better quality accounting information can be correlated with increased transparency and trust and can contribute to less uncertainty among stakeholders, which can facilitate more disciplined decisions and eventually financial system resilience (Bui et al., 2017). Nevertheless, all these notions are largely presented as some conceptual expectations; the empirical evidence would involve the direct links between the increase in information quality and the increase in trust, transparency, or the outcome of the decision (Shay & Lafata, 2014). On the whole, the discussion has revealed that the primary objectives of accounting information quality, which include decision support, transparency, and economic efficiency, rely on the provision of such information that would be perceived by the users as sufficiently accurate, reliable and verifiable to make well-founded decisions (Andersson et al., 2022).

2.2 Strategic Decisions in Banks and Financial Institutions:

Strategic decisions in banks and other financial institutions are normally considered to be long term, high stakes decisions, which form the orientation of the organization, its positioning with the financial markets, and impact on its capacity to achieve core goals. These decisions are not like normal operational decisions, as they have a larger effect and the degree of uncertainty (Riesch, 2012). They normally involve an in-depth study of the external environment (e.g., economic conditions, regulations, competition and market dynamics) and internal environment (resources, capabilities and organizational constraints) (Shevchenko et al., 2025). Practically, this evaluation can oftentimes resemble an organized evaluation of its strengths and weaknesses against opportunities and threats, with the intention of deciding on practical, justifiable action plans in compliance with strategic objectives (Gonchar & Kalinin, 2024). The text also shows various characteristics that are usually attributed to strategic decisions within the banking industry. These plans are normally the ones done by top management, long planning horizons, heavy investments in resources and once these plans are put into action, then they are hard to undo (Ellwanger et al., 2019). They are likely to be complicated and require close trade-offs and unintended consequences due to their ability to affect the financial stability, reputation, and risk profile of the bank. The assumption made here is that the environments, in which banks are operating, are characterized by competitive pressure and regulatory requirements that require forward-looking decisions and not incremental decisions, and the cost of error in strategic choices is much higher than that in routine decisions (Betsch et al., 2001).

Strategic management in this case is critical to the success of banking since it aids the institutions establish future directions, environmental changes and responds



to competitive forces (Gallus & Frey, 2015). Strategic management can enhance both financial and operational performance and support competitive advantage by influencing decisions regarding service development, market entry, allocation of resources, and risks management (Kambarov Jamoliddin Xikmatullayevich & Tashpulatova Munira Mahmudovna, 2024). Nevertheless, these perceived advantages must be regarded with a grain of salt: although the literature on strategy supports such assertions overall, the text primarily represents them as theoretical concepts and not empirical causal implications (Spiegler, 2020).

Lastly, it is stated that strategic decision-making process involves particular analytical skills, such as environmental scanning, risk assessment, scenario analysis, and strategic planning (Bryson & Edwards, 2018). Emphasis is made on selecting the appropriate time, organizational flexibility as well as ensuring that the decisions made are informed. In this respect, the text views the quality of accounting information as a potentially powerful tool in the process of making strategic decisions (Holtz & Sarlo Neto, 2014): relevant, credible, and comparable information can assist the decision-makers to consider the options in a more systematic way and minimize uncertainty. However, in provided reading, this correlation is a logical possibility but not a proven process; to prove such effects, they would have to have evidence that information aspects correlate with visible changes in decision-making or decision-making outcomes (Calabrese et al., 2017).

3. The study explores:

The relationship between accounting information quality (AIQ) defined as relevance, reliability, and comparability and strategic decision-making (SDM) in Iraqi banks arriving at a strong positive link from survey data, but its contribution is limited by a narrow conceptualisation, a direct linear model, and a correlational, perception-based design inhibiting causal inference. Importantly, the study does not explain the mechanisms through which AIQ affects decision-making nor does it consider contextual factors such as environmental uncertainty or governance structures as relevant in volatile settings. Thus, a key research gap is to develop theory-driven, mechanism-based models that integrate mediating and moderating variables and use more robust methodologies (e.g. longitudinal or mixed methods) to explain how, when, and under what conditions AIQ influences strategic decisions, particularly in emerging and high-uncertainty contexts.

4. Results and Discussion

The target population used in the study refers to the employees working in the banking industry and to be specific, the employees who work in investment, risk management, information systems, internal audit and accounting. The decision of doing so has its rationale in that these functions are closest to the creation, interpretation, and use of accounting information in managerial decision-making, and therefore, they are most appropriate to offer information that would be of interest to the variables under the research. According to this, the number of population is reported to be 350 persons. As a way of collecting empirical data, the researchers took

a random sample out of this population and derived the required sample size with the help of the Slovin formula. The approach presupposes that the population is well-defined and that a probabilistic sampling technique is possible-both assumptions that are to be taken into account during evaluating the applicability of the results as the findings are based on the opinion of the respondents, but not the whole population. To analyze the questionnaire data statistically, the study used SPSS to code and analyze them. The internal consistency of the measurement tool was evaluated based on Cronbach alpha whereby the alpha value of above 0.60 is acceptable in this study. The threshold is occasionally employed in exploratory studies, but it must be viewed with some reservations since higher reliability criteria are preferred in order to make stronger inferences. The descriptive statistics, including frequencies, percentages, means and standard deviations to describe the sample, and inferential statistics including Pearson correlation to study the correlation between different variables were both used in the analysis. There was also hypothesis-testing, t-tests, which was done to assess the statistical significance of the relationship between the independent variables and the dependent variable. The findings are presented in tables, which are a mixture of the descriptive profile of the sample and tests of the hypothesized relationships.

Table (1). Reliability Coefficients (Cronbach's Alpha)

Scale / Dimension	Number of Items (n)	Cronbach's α
Axis 1: Accounting Information Quality		
– Relevance of accounting information	10	0.941
– Reliability of accounting information	10	0.941
– Comparability of accounting information	10	0.952
Axis 2: Strategic Decision-Making (Rationalization of Strategic Decisions)	10	0.922
Overall questionnaire (all items)	40	0.980

The Cronbach alpha reliability analysis demonstrates that the internal consistency of the study instrument is very high. The construct of Accounting Information Quality has high level of reliability in its three subdimensions of relevance, reliability and comparability which have alpha of 0.941 to 0.952. The Strategic Decision-Making scale is also largely reliable (0.922). Collectively, the questionnaire has a high-level of reliability (= 0.980), which justifies the argument that the questions are very reliable to reflect their intended constructs in the following statistical process.

Table (2). Descriptive Statistics for Accounting Information Quality Items (Mean, Standard Deviation, Relative Weight)

Dimension	Item	Statement (English Translation)	Mean	Std. Deviation	Relative Weight (%)	Response Tendency
Relevance of Accounting Information	1	Improves the accuracy of accounting information provided to users.	3.51	1.04108	70.13	Agree
	2	Provides sufficient details about financial instruments, making accounting information more useful.	3.90	0.84940	78.00	Agree
	3	Helps provide accounting information that aligns with the needs of financial statement users.	3.76	0.95313	75.20	Agree
	4	Improves the timeliness of accounting information available to users through disclosure.	3.73	1.07377	74.53	Agree
	5	Enhances the ability to forecast the company's future financial trends.	3.80	0.91226	76.00	Agree
	6	Provides accounting information that is more closely linked to users' economic decisions.	3.92	1.02007	78.40	Agree
	7	Increases the relevance of accounting information for making strategic decisions.	3.93	1.03409	78.67	Agree
	8	Contributes to providing high-quality accounting information consistent with the company's economic objectives.	3.78	1.06102	75.60	Agree
	9	Helps provide accounting information that guides users' decisions.	3.39	1.07377	67.87	Agree
	10	Provides accounting information that supports a more accurate assessment of the company's financial performance.	3.86	1.10539	77.20	Agree

Reliability of Accounting Information	1	Increases the transparency of accounting information.	3.66	1.13416	73.20	Agree
	2	Seeks to reduce errors and deviations in accounting information.	3.79	1.05739	75.87	Agree
	3	Provides higher credibility for accounting information.	3.70	0.92504	74.00	Agree
	4	Helps provide stable and verifiable accounting information.	3.55	1.08428	70.93	Agree
	5	Enhances our ability to rely on accounting information for use in financial decisions.	3.63	0.96618	72.53	Agree
	6	Increases investors' confidence in the company's financial reports.	3.46	1.01419	69.20	Agree
	7	Helps reduce ambiguity and doubts regarding disclosed financial instruments.	3.36	1.06361	67.20	Agree
	8	Contributes to providing reliable accounting information for both internal and external users.	3.95	0.94682	78.93	Agree
	9	Improves the quality of the financial audit of accounting information.	4.03	0.95501	80.53	Agree
	10	Enhances users' understanding of accounting information.	3.85	1.08922	77.07	Agree
Comparability of Accounting Information	1	Enhances the comparability of accounting information across different companies.	3.54	0.98737	70.80	Agree
	2	Facilitates comparison of the company's financial performance with its competitors.	3.51	1.13366	70.13	Agree
	3	Provides a unified framework for financial-instrument disclosure to enhance comparability.	3.79	1.15617	75.73	Agree
	4	Helps provide consistent financial reports that are	3.75	1.17117	74.93	Agree

		comparable across time periods.				
5		Improves the ability to compare banks' financial data.	3.63	1.14351	72.67	Agree
6		Enhances the clarity of accounting information, making it more comparable.	3.65	1.02412	72.93	Agree
7		Provides accounting information that can be easily compared across different sectors.	3.25	1.03746	65.07	Agree
8		Contributes to accounting information that strengthens comparative financial analysis among banks.	3.71	0.98680	74.13	Agree
9		Improves the accuracy of financial comparisons among banks.	3.22	1.27900	64.40	Agree
10		Helps provide unified standards that enhance understanding and analysis of financial data.	3.59	1.11184	71.87	Agree

Descriptive outcomes of Accounting Information Quality demonstrate that there is an overall positive trend in the three dimensions of relevance, reliability, and comparability with a general positive rating on accounting information quality. Relevance wise, the most relative weight is observed in the item on stronger relationship between accounting information and economic decision (78.40%), usefulness in making strategic decisions (78.67%), and the least on providing information that direct users towards their decisions (67.87%). To be reliable, the highest score is associated with enhancing the quality of financial auditing (80.53%), then with giving reliable information to both internal and external consumers and the lowest relative weight is recorded by reducing ambiguity about the records about disclosed financial instrument (67.20%). Comparatively, the upper ratings are associated with the standardized disclosure system (75.73% and the same case on consistent reporting over time or 74.93%), but the most weak point is in improving the accuracy of inter-bank financial comparisons (64.40%). In general, the trend shows that there is a good perceived quality, and there are the spheres to enhance, especially minimizing ambiguity and enhancing the accuracy of comparative financial analysis.

Table (3). Descriptive Statistics for Strategic Decision-Making (Rationalization of Strategic Decisions)

Item	Statement (English Translation)	Mean	Std. Deviation	Relative Weight (%)	Response Tendency
1	We seek to improve the quality of accounting information to support future strategic decisions.	3.65	0.90588	72.93	Agree
2	We enhance the transparency of accounting reports to facilitate sound strategic decision-making.	3.72	1.03703	74.40	Agree
3	We provide reliable accounting information to strengthen confidence in strategic decisions.	3.69	1.08149	73.73	Agree
4	We focus on updating accounting data to ensure the effectiveness and flexibility of strategic decisions.	3.47	1.13927	69.47	Agree
5	In-depth accounting analysis supports guiding data-driven strategic decisions.	3.33	0.99439	66.67	Agree
6	We ensure the integration of accounting information to provide a strong basis for integrated strategic decisions.	3.36	1.03807	67.20	Agree
7	We strive to provide detailed financial reports to enhance the accuracy of strategic decision-making.	3.45	1.02706	69.07	Agree
8	We are committed to periodic review of accounting information to enhance the quality of strategic decisions.	3.39	0.94682	67.73	Agree
9	We develop modern accounting systems to support effective strategic decision-making.	3.27	0.98762	65.33	Agree
10	We provide data-based accounting recommendations to enhance the quality of strategic decisions.	3.31	0.94930	66.27	Agree

The descriptive statistics indicate a positive trend in responding to questions that relate to the rationalization of strategic decision making to indicate that respondents tend to believe that accounting information practices are conducive to strategic decision making. The best ratings are observed on enhancing the clarity of the accounting reports to facilitate decision-making (Item 2; 74.40%), and giving trustworthy accounting information to enhance confidence in decision-making (Item 3; 73.73%). On the other hand, lesser ratings are found on the trust on in-depth accounting analysis to inform data-driven strategic decisions (Item 5; 66.67) and to create modern accounting systems to inform effective strategic decisions (Item 9; 65.33%). Altogether the results indicate rather positive perceptions, but also indicate the areas in which further development of analytical depth and system updates could be an advantage.

Table (4). Simple Linear Regression Results for Hypothesis 1

Panel	Statistic	Value
A. Model Fit	Correlation coefficient (R)	0.771
	Coefficient of determination (R ²)	0.594
	Adjusted R ²	0.591
B. ANOVA (Model Significance)	Regression sum of squares (SSR)	53.221
	Residual sum of squares (SSE)	36.344
	Total sum of squares (SST)	89.566
	Degrees of freedom (Regression; Residual; Total)	1; 148; 149
	Mean square (Regression)	53.221
	Mean square (Residual)	0.246
	F-statistic	216.725
	Sig. (p-value)	0.000
C. Regression Coefficients	Constant (Intercept), B	0.725
	t-value (Intercept)	3.806
	Sig. (p-value) (Intercept)	0.000
	Relevance of Accounting Information, B	0.729
	t-value (Predictor)	14.722
	Sig. (p-value) (Predictor)	0.000

Predictor: Relevance of Accounting Information (Accounting Information Relevance)
Resultant: Rationalization of Strategic Decisions (Strategic Decision-Making)

Note. Total df = 149 implies N = 150. The p-values of 0.000 in SPSS mean $p < .001$.

The simple linear regression reveals that there is a statistically significant positive correlation between the significance of accounting information and rationalization of strategic decisions. The model fit statistics shows that there is a very strong relationship between the two ($R = 0.771$) and significant share of the variance that is explained ($R^2 = 0.594$; adjusted $R^2 = 0.591$) that is, about 59.4 per cent of the variation in strategic decision rationalization can be attributed to differences in accounting information relevance in this sample. The total model is also of great importance ($F = 216.725$, $p < .001$) and this coefficient of prediction is positive and significant ($B = 0.729$, $t = 14.722$, $p < .001$), which corresponds to the hypothesis that the relationship between two variables is significant but does not imply the causality of the relationship.

Table (5). Simple Linear Regression Results for Hypothesis 2

Panel	Statistic	Value
A. Model Fit	Correlation coefficient (R)	0.732
	Coefficient of determination (R ²)	0.535
	Adjusted R ²	0.532
B. ANOVA (Model Significance)	Regression sum of squares (SSR)	47.935
	Residual sum of squares (SSE)	41.630
	Total sum of squares (SST)	89.566



	Degrees of freedom (Regression; Residual; Total)	1; 148; 149
	Mean square (Regression)	47.935
	Mean square (Residual)	0.281
	F-statistic	170.415
	Sig. (p-value)	0.000
C. Regression Coefficients	Constant (Intercept), B	0.932
	t-value (Intercept)	4.687
	Sig. (p-value) (Intercept)	0.000
	Reliability of Accounting Information, B	0.685
	t-value (Predictor)	13.054
	Sig. (p-value) (Predictor)	0.000

Predictor: Accounting Information Reliability.

Result: Rationalization of Strategic Decisions (Strategic Decision-Making)

Note. Total df = 149 implies N = 150. P-values of 0.000 reported in SPSS means $p < .001$.

The simple linear regression findings indicate that there is statistically significant positive correlation between the reliability of accounting information and rationalization of strategic decisions. This model has significant correlation ($R = 0.732$) and explains a significant proportion of the variance in the outcome ($R^2 = 0.535$; adjusted $R^2 = 0.532$), and so the variation in the strategic decision rationalization is attributed to the variations in perception of accounting information reliability in this sample. The general model is very important ($F = 170.415$, $p < .001$), and the predictor coefficient is significant and positive ($B = 0.685$, $t = 13.054$, $p < .001$). These findings confirm the suggestion of having a significant relationship, with the observation that regression data (as shown here) only suggest an association, but not causality.

Table (6). Simple Linear Regression Results for Hypothesis 3

Panel	Statistic	Value
A. Model Fit	Correlation coefficient (R)	0.879
	Coefficient of determination (R^2)	0.772
	Adjusted R^2	0.771
B. ANOVA (Model Significance)	Regression sum of squares (SSR)	69.158
	Residual sum of squares (SSE)	20.407
	Total sum of squares (SST)	89.566
	Degrees of freedom (Regression; Residual; Total)	1; 148; 149
	Mean square (Regression)	69.158
	Mean square (Residual)	0.138
	F-statistic	501.561
	Sig. (p-value)	0.000
C. Regression Coefficients	Constant (Intercept), B	0.838
	t-value (Intercept)	6.916
	Sig. (p-value) (Intercept)	0.000
	Comparability of Accounting Information, B	0.737



	t-value (Predictor)	22.396
	Sig. (p-value) (Predictor)	0.000

Predictor: Comparability of Accounting Information.

Result: Rationalization of Strategic Decisions (Strategy Decision-Making).

Note. Total df = 149 implies N = 150. A value of 0.000 in SPSS reported p-values which means that $p < .001$.

Simple linear regression indicates the positive relationship between comparability of accounting information and rationalization of strategic decisions is statistically significant. The model shows that the relationship is extremely strong ($R = 0.879$) and the explained variance is high ($R^2 = 0.772$; adjusted $R^2 = 0.771$), which implies that in this sample, the strategic decision rationalization is explained by the variation in perceived comparability to a great extent (around 77.2 percent). The model as a whole is very important ($F = 501.561$, $p < .001$) and the predictor coefficient is positive and has a significant t-test ($B = 0.737$, $t = 22.396$, $p = .001$). These results confirm the hypothesis of the significance of relationship, although the results of regression are correlational (i.e. not a definite causation).

5. Conclusion

The empirical findings in the study, obtained through simple linear regression models, prove that there are statistically significant, substantively strong positive correlations between the quality characteristics of accounting information and rationalization of strategic decisions. Particularly, the results confirm the concept that the greater the relevance of accounting information, the greater the guidance to strategic decision-making, and the correlation between the two is relatively high and the overall model is statistically significant. On the same note, the reliability of information has a positive and significant association with strategic decision rationalization, which means that the more accounting outputs are perceived to be credible and reliable, the more people will be interested to apply them with a lot of confidence in making strategic decisions. It has the closest relationship with comparability, which the reported coefficients and model statistics indicate indicates that those organizations that place a greater perception of comparability in accounting information also post a higher level of perceived ability to rationalize strategic decisions. These findings confirm the hypotheses of the study in the aspect of correlation, but they cannot be regarded as a conclusive evidence of causality, because a regression evidence in this type of design does not really eliminate alternative explanations (e.g. better-managed banks can both invest in better reporting procedures and better strategic procedures). The study based on these findings recommends the enhancement of the accounting and reporting systems of the banks, ensuring that the outputs are always relevant, reliable, and comparable. This can be done by modernizing the accounting information systems, adoption of international accounting standards (where applicable e.g., IFRS) and formulation of clear accounting policies which will promote consistency of disclosure. Also, reinforcement of internal control systems, enabling the internal and external auditing systems, and offering special

training to personnel working in financial departments can enhance the credibility and usability of accounting reports. Lastly, increased analytical practices, e.g. more profound accounting analysis and the utilization of current accounting applications, could assist in the search of decision-makers to base more on the evidence-based, timely, and similar information when considering the strategic options.

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- Author contributions

The author conceived and designed the study, performed the experimental and analytical work, interpreted the results, and prepared, reviewed, and approved the final manuscript.

-Data availability

Data will be provided upon receiving a valid request.

- Author Declarations

- Conflict of interest

The authors declare that there is no conflict of interest.

- Ethical Approval and Consent to Participate

Not applicable.

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