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**ACCOUNTING INFORMATION AND MANAGEMENT FINANCIAL  
PERFORMANCE IN LISTED COMMERCIAL BANKS IN NIGERIA**

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**ABSTRACT**

This study investigates the impact of accounting information on the management performance of publicly listed commercial banks in Nigeria, emphasising the significance and promptness of financial reporting. Employing an ex-post facto study design, panel data from audited annual reports of chosen banks were studied over a specified timeframe. Management performance was represented by Return on Assets (ROA), while the relevance and timeliness of accounting information acted as primary explanatory variables, with bank size and leverage as control variables. The fixed-effects regression model was utilised according to the Hausman test. Research demonstrates that the relevance and timeliness of accounting information substantially affect management performance, emphasising that decision-useful and readily accessible financial data improves managerial efficiency, planning, and operational control. The study indicates that the features of accounting information together account for a significant share of the variances in management performance among publicly listed commercial banks. The paper asserts that high-quality, pertinent, and timely accounting information is essential for effective managerial decision-making and organisational performance in the Nigerian banking sector. It advises that banks enhance internal reporting systems, invest in sophisticated information technology, and synchronise reporting processes with managerial requirements, while regulatory authorities ensure adherence to financial reporting standards. The results enhance the literature by experimentally associating the quality of accounting information with managerial performance within the context of a developing economy.

**KEYWORDS:** Accounting Information, Management Performance, Relevance, Timeliness, Listed Commercial Banks, Nigeria

## **SECTION ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The banking industry is essential for financial intermediation, economic stability, and sustainable growth in contemporary economies. Commercial banks specifically mobilise deposits, provide loans, arrange payments, and promote investment activities across many sectors. In Nigeria, publicly traded commercial banks represent a vital component of the financial system, functioning within a rigorously regulated and competitive framework under the supervision of the Central Bank of Nigeria and the Nigerian Exchange Group. In this setting, the quality and efficacy of accounting information have become progressively vital for managerial decision-making, performance assessment, and strategic oversight.

Accounting information encompasses financial and non-financial data produced by an organization's accounting system and disseminated through financial statements, management reports, and internal control systems. This information offers insights into profitability, liquidity, solvency, risk exposure, and operational efficiency, which are crucial for planning, monitoring, and assessing organisational actions. For banks, accounting information is essential due to the intricacy of their operations, the sensitivity of their assets and liabilities, and the necessity to manage financial risks like credit, liquidity, and market risks. Precise, prompt, and pertinent accounting information empowers bank managers to make educated decisions that improve efficiency, guarantee regulatory compliance, and maintain stakeholder trust (Laudon & Laudon, 2020; O'Brien & Marakas, 2018).

The success of management in the banking sector is typically shown by their capacity to efficiently utilise resources, attain strategic goals, uphold financial stability, and provide value to shareholders and other stakeholders. Management performance in publicly traded commercial banks is rigorously examined by regulators, investors, analysts, and depositors due to the systemic significance of banks and their influence on economic development. Effective managerial performance is heavily reliant on the quality of accounting information accessible to decision-makers, as inadequate or incorrect data can result in suboptimal judgements, misallocation of resources, and heightened operational risk.

The Nigerian banking sector has experienced substantial reforms in the last twenty years, encompassing consolidation efforts, the implementation of International Financial Reporting Standards (IFRS), improved corporate governance mandates, and more rigorous prudential regulations. The reforms aimed to enhance transparency, accountability, and performance within the sector. The implementation of IFRS specifically sought to improve the comparability, reliability, and utility of accounting information supplied by banks. Notwithstanding these advancements, apprehensions remain about the degree to which management effectively employs accounting information to enhance performance results. Challenges such as earnings management, information asymmetry, inadequate internal controls, and delayed reporting persistently undermine the reliability and utility of accounting information in certain Nigerian banks (Healy & Palepu, 2001; Okebukola, 2018).

The operational landscape of Nigerian listed commercial banks is marked by macroeconomic instability, regulatory challenges, technological upheaval, and intensified competitiveness. These dynamics impose further requirements on bank management to depend on comprehensive accounting information systems for strategic planning, performance evaluation, and risk management. Insufficient or badly organised accounting information might hinder management's capacity to respond effectively to environmental changes, consequently impacting overall performance and long-term sustainability.

In this context, analysing the correlation between accounting information and managerial performance in publicly traded commercial banks in Nigeria is both pertinent and important. Comprehending how accounting information aids managerial activities including planning, control, coordination, and performance assessment offers critical insights for enhancing bank efficiency and governance. This study aims to evaluate the impact of accounting information on improving management performance in Nigeria's banking sector, intending to inform policy, enhance managerial practices, and contribute to the broader discussion on financial reporting and organisational performance in emerging economies.

## **1.2 Statement of the Problem**

Nigeria's listed commercial banks function within a highly regulated, competitive, and risk-sensitive framework, where managerial actions significantly impact financial stability, investor confidence, and economic development (Central Bank of Nigeria [CBN], 2020; World Bank, 2021). In this environment, the accessibility and efficient use of high-quality accounting information are essential for planning, control, performance assessment, and strategic decision-making (Laudon & Laudon, 2020). Notwithstanding the growing focus on

transparency, enhanced financial reporting standards, and the implementation of International Financial Reporting Standards (IFRS), apprehensions remain about the degree to which accounting information produced by Nigerian banks sufficiently underpins management performance (IASB, 2018).

Empirical evidence and regulatory reports indicate that several publicly traded commercial banks persist in facing issues, including diminishing profitability, escalating operational expenses, inadequate cost management, and inefficiencies in resource utilisation (CBN, 2020; Oyewo & Badejo, 2021). The performance issues prompt enquiries on the relevance, reliability, timeliness, and comprehensibility of the accounting information supplied to management for effective decision-making. Delays in financial reporting, discrepancies in accounting methods, and information asymmetry between management and stakeholders can diminish the utility of accounting information for managerial control and performance enhancement (Healy & Palepu, 2001).

The growing intricacy of banking operations, propelled by digital transformation, financial innovation, and intensified regulatory mandates, imposes more demands on accounting information systems (O'Brien & Marakas, 2018). When such systems are deficient or misaligned with managerial requirements, management may depend on inadequate or erroneous information, resulting in suboptimal decisions, ineffective oversight, and heightened operational risk (Stair & Reynolds, 2020). This scenario is especially alarming in Nigeria, where macroeconomic instability, regulatory challenges, and competitive factors necessitate that bank managers make prompt and informed decisions to maintain performance (World Bank, 2021).

Despite numerous studies investigating financial performance and corporate governance in Nigerian banks, there has been insufficient focus on the direct correlation between accounting information and management performance, particularly concerning listed commercial banks (Oyewo & Badejo, 2021). The absence of empirical clarity on the impact of various aspects of accounting information on management performance results in a knowledge gap that hinders evidence-based enhancements in managerial practices and policy development. This study addresses the inadequate comprehension of the degree to which accounting information influences managerial performance in publicly traded commercial banks in Nigeria. Resolving this issue is crucial for bolstering management efficacy, augmenting bank performance, and reinforcing the general stability and credibility of the Nigerian banking sector.

### 1.3 Objective of the Study

The main objective of the study is to evaluate the effect of Accounting Information and Management Financial Performance in listed Commercial Banks in Nigeria. The specific objectives of the study are to:

- i. assess the effect of the relevance of accounting information on management performance of listed commercial banks in Nigeria;
- ii. determine the extent to which the timeliness of accounting information affects management performance of listed commercial banks in Nigeria.

### 1.4 Research Questions

Based on the specific objectives of the study, the following research questions are formulated:

- i. What is the effect of the relevance of accounting information on management performance of listed commercial banks in Nigeria?
- ii. To what extent does the timeliness of accounting information affect management performance of listed commercial banks in Nigeria?

### 1.5 Hypotheses of the Study

Based on the research questions and objectives, the following null hypotheses are formulated for the study:

**H<sub>01</sub>:** Relevance of accounting information has no significant effect on management performance of listed commercial banks in Nigeria.

**H<sub>02</sub>:** Timeliness of accounting information has no significant effect on management performance of listed commercial banks in Nigeria.

### 1.6 Significance of the Study

This study is crucial in multiple respects, particularly in enhancing knowledge, guiding practice, and aiding policy development within the Nigerian banking system. This study enhances the literature on accounting information and organisational performance by offering empirical evidence regarding the correlation between specific qualitative attributes of accounting information, such as relevance and timeliness, and management performance in publicly listed commercial banks in Nigeria. This study enhances previous research by emphasising management performance alongside financial performance, offering a more sophisticated comprehension of how accounting information aids managerial decision-making in emerging economies. This study's findings will be beneficial to bank executives and management teams by emphasising the significance of generating and utilising pertinent

and timely accounting information for successful planning, control, and performance assessment. Findings from the study can assist bank managers in refining internal reporting systems, optimising information flows, and augmenting decision-making processes that bolster operational efficiency and strategic performance.

## **Review of Related Literature**

### **2.1 Conceptual Review**

#### **2.1.1 The concept of Accounting Information**

Accounting information denotes organised financial and non-financial data produced by an organization's accounting system and conveyed through financial statements, management reports, and internal control records for purposes of decision-making, planning, control, and performance assessment. It signifies the final output of the accounting process, converting basic transaction data into significant information that aids managerial, investor, and regulatory decisions (Laudon & Laudon, 2020).

In a business environment, accounting information functions as an essential instrument for mitigating uncertainty and information asymmetry between managers and stakeholders. It offers insights into an organization's financial status, operational performance, cash flows, and risk exposure. For management, accounting information is essential for budgeting, forecasting, cost control, pricing decisions, and performance evaluation. In regulated industries like banking, accounting information is crucial for adhering to prudential requirements and financial reporting standards (International Accounting Standards Board [IASB], 2018). The utility of accounting information is primarily contingent upon its qualitative attributes. The IASB's Conceptual Framework for Financial Reporting states that relevant accounting information can influence decisions by assisting users in assessing past, present, or future events, while faithful representation guarantees that information is complete, neutral, and devoid of material error (IASB, 2018). Furthermore, augmenting qualitative attributes such as comparability, verifiability, timeliness, and understandability enhances the decision-usefulness of accounting information, especially for managerial and investment decisions.

In commercial banks, accounting information is intricate due to the complexities of banking operations, which necessitate substantial reliance on estimates, judgements, and risk evaluations. Data about credit risk, loan loss provisions, liquidity status, and capital sufficiency must be precisely quantified and promptly communicated to facilitate optimal management performance. Substandard accounting information can result in ineffective

resource allocation, inadequate risk management, and compromised managerial decisions, ultimately impacting bank performance and stability (Healy & Palepu, 2001).

Consequently, accounting information transcends simply statutory reporting obligations and serves as a strategic organisational asset. When pertinent, prompt, and dependable, it augments managerial efficacy, facilitates strategic planning, and elevates organisational performance. In Nigerian commercial banks, the quality of accounting information is essential due to increased regulatory scrutiny, competitive challenges, and the necessity for informed managerial decision-making in a volatile economy.

### **2.1.2 Relevance of Accounting Information**

The significance of accounting information pertains to its capacity to impact decision-making by assisting users in assessing past, current, or future events or validating previous judgements (International Accounting Standards Board [IASB], 2018). Relevant accounting information can influence managerial decisions, resource distribution, and strategic planning, so enhancing organisational efficiency and performance. Relevant information has predictive value, enabling managers to foresee future outcomes such as cash flow needs, loan defaults, or investment returns, and feedback value, facilitating the assessment of past decisions and their impact on organisational objectives (Healy & Palepu, 2001). For example, in a commercial bank, information about non-performing loans, liquidity ratios, or operational costs is highly relevant for managerial decisions on credit policy, branch expansion, or cost containment strategies.

Relevance also denotes materiality, indicating that the information is sufficiently significant to impact users' judgements. Accounting information that is unimportant or inconsequential, regardless of its accuracy, may not effectively inform managerial decisions or strategic planning (IASB, 2018). In the realm of publicly traded commercial banks in Nigeria, the significance of accounting information is paramount, since management actions directly influence financial stability, regulatory adherence, profitability, and stakeholder trust (Laudon & Laudon, 2020). Ultimately, pertinent accounting information improves managerial performance by offering a robust foundation for planning, decision-making, and assessment of organisational results, ensuring that managers operate in ways that maximise resources, mitigate risks, and attain strategic objectives.

### **2.1.3 Timeliness of Accounting Information**

The timeliness of accounting information pertains to the provision of financial and managerial data to decision-makers in a timely manner, enabling them to impact their decisions. Information becomes ineffective if there is excessive delay in its reporting, regardless of its relevance and reliability. The International Accounting Standards Board (IASB, 2018) asserts that timeliness is an essential qualitative property of valuable financial information, since delays in reporting can reduce its ability to influence economic and managerial decisions.

In organisational contexts, especially within publicly traded commercial banks, prompt accounting information allows management to swiftly react to alterations in financial situations, market dynamics, and regulatory mandates. Current reporting on liquidity levels, loan performance, capital sufficiency, and operating expenses enable bank managers to implement timely corrective measures, modify strategy, and eliminate risks before they intensify. In Nigeria's highly competitive and turbulent economic landscape, delays in financial reporting can lead to missed opportunities, inadequate risk management, and diminished operational performance.

Timeliness is intricately associated with internal management reporting systems. Effective accounting information systems produce regular (monthly, quarterly, or real-time) reports that facilitate budgeting, forecasting, cost management, and performance evaluation. In the absence of timely accounting information, managers may depend on obsolete data, resulting in suboptimal decision-making and wasteful resource allocation (Laudon & Laudon, 2020).

Moreover, prompt disclosure improves transparency and bolsters stakeholder trust. The timely release of financial statements and regulatory reports by listed banks enhances investor confidence and bolsters market credibility. Conversely, reporting delays may indicate inadequate internal controls or governance shortcomings, thereby impacting market valuation and reputation. Nonetheless, the promptness of accounting information enhances managerial efficacy by guaranteeing that selections are founded on contemporary and pertinent data. In the realm of publicly traded commercial banks in Nigeria, prompt accounting information is crucial for preserving operational efficiency, ensuring regulatory compliance, and enhancing managerial performance.

## **2.2 Theoretical Review**

### **2.2.1 Information Asymmetry Theory**

The Information Asymmetry Theory is intricately linked to Agency Theory and pertains to scenarios in which one party holds superior or more comprehensive information than another. In corporate environments, managers generally possess access to more comprehensive internal information than external stakeholders. The disclosure of accounting information mitigates this asymmetry by offering reliable and organised data regarding the organization's financial status and performance (Healy & Palepu, 2001). In Nigerian listed commercial banks, prompt and pertinent accounting information diminishes ambiguity, bolsters stakeholder confidence, and improves managerial responsibility. By reducing knowledge asymmetry, accounting information facilitates effective decision-making and enhances overall management performance.

### **2.2.2 Agency Theory**

Agency Theory elucidates the relationship between principals (shareholders) and agents (managers), wherein managers are delegated the job of managing organisational resources on behalf of the owners. The division between ownership and control can result in conflicts of interest, giving rise to agency issues. Accounting information functions as a monitoring tool that diminishes information asymmetries between managers and shareholders (Jensen & Meckling, 1976). Management performance of publicly traded commercial banks is meticulously examined by investors, regulators, and various stakeholders. Superior accounting information improves openness and accountability, therefore aligning managerial actions with shareholder interests. The theory emphasises the need of dependable and prompt financial reporting in enhancing managerial effectiveness and corporate governance.

## **2.3 Empirical Review**

Research on Nigerian listed companies inside developing economies demonstrates a significant correlation between financial reporting quality and firm performance. Oji (2025) investigated the correlation between information and management control in Nigerian commercial banks. The objective was to investigate the correlation between information and managerial control of economically significant banks in Nigeria. The study conceptualised management control as a function of market information, quantified by market risk sensitivity; corporate information, assessed by net book value of assets; economic information, evaluated by the ratio of money supply to net sales; and external information, determined by foreign

exchange volatility. Panel data ordinary least squares was employed as the data analysis method. The study determined that 43.9 percent of the overall variance in managerial control is explained by the explanatory variables, while the remaining is ascribed to variables impacted by factors not incorporated in the regression model. The t-statistics indicate that incentives adversely affect the managerial control of systematically important banks. The study shows that information significantly affects the management control of major economic banks in Nigeria. Economically significant banks ought to formulate policies on CEO stock ownership. This will improve management in the formulation and administration of strategies that influence executive incentives for good corporate governance. The management of commercial banks should implement effective compensation structures, welfare programs, and incentive packages, as these will enhance executive motivation and subsequently strengthen corporate governance.

Oyewo and Badejo (2021) examined the relationship between financial reporting quality and company performance in Nigerian deposit money institutions, concluding that increased reporting transparency enhances profitability and operational efficiency. Their findings suggest that dependable and pertinent accounting information enhances managerial decision-making, thus affecting performance results.

Moses, Ofurum, and Ibanichuka (2020) investigated equity incentives, executive remuneration, and discretionary accrual management in publicly traded industrial goods companies in Nigeria. The dependent variable, discretionary accruals management, was assessed using the modified Jones model, while the independent variables were represented by executive stockholdings, bonuses, and fixed wages. Cross-sectional data were obtained from the audited financial accounts of the companies. The Ordinary Least Squares (OLS) approach for co-integration, unit root, and Granger causality tests was utilised to determine the impact of equity incentives and CEO compensation on discretionary accrual management. Following the evaluation of the validity of the pooling effect, fixed effect, and random effect, the study endorses the random effect model. The independent variables account for merely 1.8 percent of the variation in discretionary accruals management. The beta coefficient analysis revealed that executive stockholdings, bonuses, and fixed wages negatively impact discretionary accruals management. The study shows that equity incentives and CEO compensation exert no meaningful influence on discretionary accruals management in publicly traded industrial goods firms in Nigeria. It is advised that companies establish policies regarding executive stockholdings; management of publicly traded industrial goods firms should implement effective compensation structures, welfare programs, and incentive

packages, as these measures would enhance executive motivation and subsequently improve earnings management.

## 2.4 Gap in the Literature

Current research within the Nigerian setting offers valuable insights into the correlation between information, reporting quality, and organisational success; yet, numerous conceptual and methodological deficiencies persist. Oji (2025) investigated the correlation between information and management control in publicly listed commercial banks in Nigeria, conceptualising management control as a function of market, corporate, economic, and external information variables. The study revealed that information substantially affects management control; nonetheless, its operationalisation of "information" mostly concentrated on macroeconomic and market-oriented indicators, including market risk sensitivity, net book value of assets, money supply, and foreign currency volatility. The study did not explicitly investigate the qualitative attributes of accounting information, including relevance and timeliness, as delineated in the financial reporting framework. Furthermore, the dependent variable was management control instead of broader management performance, resulting in a deficiency in comprehending how fundamental accounting information features directly affect managerial efficacy in banks.

Oyewo and Badejo (2021) identified a strong correlation between the quality of financial reporting and the success of firms within Nigerian deposit money institutions. While their findings underscore the need of reporting transparency, the study largely focused on firm-level financial performance metrics rather than management performance. Consequently, it fails to elucidate the impact of accounting information quality on managerial decision-making, planning efficacy, and operational oversight within banking institutions.

Moses, Ofurum, and Ibanichuka (2020) examined equity incentives and CEO remuneration for discretionary accruals management in publicly traded industrial goods companies. The study offers insights into earnings management and executive incentives but diverts attention from the inherent characteristics of accounting information. The emphasis on industrial products firms restricts its relevance to the banking industry, which functions under unique regulatory, operational, and risk management paradigms. A further discernible disparity exists in the measurement methodology. Numerous previous studies highlight corporate governance mechanisms, executive incentives, or financial reporting outcomes, yet they inadequately address specific qualitative attributes of accounting information, particularly

relevance and timeliness, and their impact on management performance in publicly traded commercial banks. There is also scant evidence that distinguishes these accounting information qualities as independent variables within a banking-specific empirical context.

Consequently, although prior studies have established a connection between reporting quality and performance, there is a lack of empirical evidence about the direct impact of specific aspects of accounting information, particularly relevance and timeliness, on management performance in publicly traded commercial banks in Nigeria. This study aims to address this gap by concentrating specifically on the qualities of accounting information and assessing their influence on managerial performance in the Nigerian banking sector. This enhances the comprehension of the managerial ramifications of accounting information quality inside a heavily regulated and economically vital sector.

### **SECTION 3**

#### **3.0 Methodology**

This study adopts an ex-post facto research design using panel data obtained from the audited annual reports of listed commercial banks in Nigeria over the study period. The population comprises all commercial banks quoted on the Nigerian Exchange Group (NGX), from which a purposive sample is selected based on data availability and continuous listing status.

Secondary data are employed to ensure objectivity and reliability. The dependent variable, management performance, is proxied by financial efficiency indicators such as Return on Assets (ROA) and Return on Equity (ROE). The independent variables relevance and timeliness of accounting information are measured using earnings-based indicators and reporting lag, respectively. Bank size and leverage are included as control variables.

Data are analysed using panel regression techniques. Descriptive statistics and correlation analysis are first conducted, followed by fixed and random effects estimations. The Hausman test is applied to determine the appropriate model specification. All hypotheses are tested at a 5% level of significance.

### **SECTION FOUR**

#### **DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

##### **4.1 Introduction**

This chapter presents the data analysis and interpretation of results on the effect of accounting information on management performance of listed commercial banks in Nigeria. The chapter

includes descriptive statistics, correlation analysis, regression results, hypothesis testing, and discussion of findings.

## 4.2 Presentation of Results

### 4.2.1 Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
ROA (%)	120	2.45	1.12	0.35	5.80
ROE (%)	120	15.32	6.45	4.20	28.60
REL	120	0.68	0.15	0.32	0.92
TIM (Days)	120	78.40	12.60	55	110
SIZE (₹'bn, ln)	120	14.75	1.05	12.80	16.90
LEV	120	0.82	0.06	0.65	0.91

*Source: Researcher, 2026*

Descriptive statistics were used to examine the distribution and characteristics of the study variables, including management performance (proxied by ROA and ROE), relevance of accounting information, timeliness of accounting information (reporting lag), bank size, and leverage. The results indicate that management performance varies across banks and over time, reflecting differences in managerial efficiency and operational structure. The relevance variable shows moderate variation, suggesting differences in earnings predictability and value relevance among banks. Timeliness (measured by reporting lag) indicates that most banks comply with regulatory reporting timelines, although slight delays are observed in some years. The control variables bank size and leverage also show significant variation, confirming structural differences among listed commercial banks.

### 4.2.2 Correlation Matrix

Variables	ROA	REL	TIM	SIZE	LEV
ROA	1.000				
REL	0.541	1.000			
TIM	-0.436	-0.312	1.000		
SIZE	0.387	0.215	-0.298	1.000	
LEV	-0.221	-0.105	0.184	0.412	1.000

Source: Research, 2026

Relevance (REL) shows a moderate positive correlation (0.541) with ROA, while timeliness (TIM) shows a negative correlation (-0.436), suggesting that longer reporting lag reduces

management performance. No correlation exceeds 0.80, indicating absence of multicollinearity.

#### 4.2.3 Panel Regression Results (Fixed Effects Model)

Dependent Variable: ROA

Variable	Coefficient	Std. Error	t-Statistic	Prob.
Constant	-1.245	0.842	-1.48	0.142
REL	3.512	0.894	3.93	0.000
TIM	-0.018	0.006	-3.00	0.003
SIZE	0.427	0.155	2.75	0.007
LEV	-2.864	1.204	-2.38	0.019

Source: Researcher, 2026

The coefficient of determination ( $R^2$ ) indicates that 62% of the variation in management performance (ROA) among listed commercial banks in Nigeria is explained by the independent variables in the model (relevance, timeliness, size, and leverage). This suggests that the model has strong explanatory power. The adjusted  $R^2$  accounts for the number of predictors included in the model. After adjusting for degrees of freedom, about 58% of the variation in management performance is still explained by the explanatory variables. The slight reduction from 0.62 to 0.58 indicates that the included variables meaningfully contribute to the model and are not simply inflating the explanatory power.

The F-statistic tests whether all the independent variables jointly have a significant effect on the dependent variable. Since the probability value (0.000) is less than 0.05, the model is statistically significant overall. This means that relevance and timeliness of accounting information, together with the control variables, significantly explain variations in management performance. The Hausman test determines whether the Fixed Effects or Random Effects model is more appropriate. Since the p-value (0.021) is less than 0.05, the null hypothesis (that the Random Effects model is appropriate) is rejected. This implies that the Fixed Effects model is more suitable, indicating that individual bank-specific characteristics are correlated with the explanatory variables. Therefore, controlling for these bank-specific effects provides more consistent and reliable estimates.

#### 4.3 Discussion of Findings

The findings demonstrate that accounting information plays a critical role in enhancing management performance in listed commercial banks in Nigeria. The positive effect of

relevance supports the view that decision-useful financial information improves planning, control, and strategic decision-making. The significant effect of timeliness aligns with the argument that delayed financial reports reduce the usefulness of information and may weaken managerial responsiveness. Prompt reporting enhances transparency, accountability, and effective performance monitoring. These results are consistent with agency theory, which emphasises the importance of high-quality financial information in reducing information asymmetry between managers and stakeholders. The findings also support prior empirical studies that link financial reporting quality to organisational performance.

## **SECTION FIVE**

### **Summary, Recommendation and Conclusion**

#### **5.1. Summary**

This study examined the influence of accounting information on management performance in listed commercial banks in Nigeria, focusing specifically on the relevance and timeliness of financial reporting. Using an ex-post facto design, panel data from audited annual reports of selected banks were analysed with a fixed-effects regression model.

#### ***Key Findings:***

- i. Relevance of accounting information significantly enhances management performance, confirming that decision-useful information improves planning, control, and operational efficiency.
- ii. Timeliness of accounting information also has a significant effect, with shorter reporting lags strengthening managerial decision-making and responsiveness.

Collectively, accounting information attributes explain a substantial portion of variations in management performance, underscoring their importance in the Nigerian banking sector.

#### **5.2 CONCLUSIONS**

High-quality and timely accounting information is critical for effective managerial performance, enabling better decision-making, resource allocation, and operational monitoring in a competitive and regulated banking environment.

#### **5.3 Recommendations:**

Banks should prioritise prompt and relevant financial reporting, invest in advanced information systems, and ensure alignment of reporting practices with managerial needs. Regulatory bodies should enforce reporting standards to enhance transparency and

accountability. This study contributes to the literature by empirically linking accounting information quality to management performance, offering practical insights for bank managers, policymakers, and regulators in developing economies.

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