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Management Accounting Practices on Organizational Performance Moderated by Green Strategy of Nepali Commercial Banks

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Abstract

Management Accounting Practices (MAP) play a crucial part in processes, methods, and tools which are used in companies or organization for decision making, satisfaction, and performance. Environment issues are tough tasks both at a local and global level. This study investigates the association between management accounting practices and the overall performance given by the commercial banks operating in Nepal. As well as, it aims to check the moderating role of management accounting practice regarding green strategy; it investigates the impact of green strategy management accounting practice on the organizational performance given by commercial banks. This study incorporates a focus on performance measurement, which incorporates satisfaction, as well as an investigation into the influence of green strategy functioning practices. Green strategy forthcoming in banks matches the current worldwide notion, which stresses their relevance. This study utilizes a descriptive survey method along with the use of quantitative strategies, conducting a survey through the distribution of 500 & 400 questionnaires among the managers & clients of six commercial banks in Nepal. 325 questionnaires have been returned from branch managers & 385 questionnaires returned from clients, which comprised 320 responses. The key findings are that MAPs are positively and significantly related to organizational performance and that MAPs are also positively and significantly related to green strategies. In addition, it was found that green strategies enhance the influence of MAPs on performance outcomes. Accordingly, good MAPs make a significant contribution to bank financial outcomes and customer satisfaction. It is recommended in this study that the Nepalese banking industries implement robust MAPs that are integrated with green strategies for comprehensively enhancing the overall organizational performance towards jointly maximizing economic and environmental benefits.

Keywords: *Balanced scored card, Six sigma, Customer satisfaction, Management accounting practices and Performance*

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Introduction

Management Accounting Practices (MAP) play an integral role in influencing managerial decisions and improving the efficiency of operations. More strategic approaches such as balanced scorecards, activity-based costing, budgeting systems, six sigma, and other techniques in the field of management accounting are needed. Strategic approaches in management accounting are critical in improving performance measurement frameworks that assist in enhancing overall business performance and competitiveness have overtaken cost control in recent decades in what has constituted Management Accounting Practice or MAP (Kaplan & Norton, 1996; Chenhall, 2003). Through highlighting relevant financial and non-financial information, methods make organizations more productive, profitable, and sustainable.

The use of Management Accounting Practices (MAP) has now become a significant tool in enhancing the performance of organizations, optimizing cost effectiveness, and aiding management in decision-making in the modern banking sector. Reliable, current, and strategic-based financial data is required for effective risk management and value maximization in the competitive and regulated banking sector in which banks currently operate (Chenhall, 2003). Budgeting, performance measurement approaches, cost management techniques, and strategy-building in management accounting practices, among others, help organizations in achieving cost-effectiveness and profitability in their operations in banking (Tsamenyi et al., 2009). A bank can effectively measure and monitor both its financial and non-financial components in addition to its performance measurement and credit risks in addition to enhancing customer service with appropriate MAP in place, thus enhancing the performance of banks in general. The relationship between performance and management accounting practices in the performance of commercial banks in Kathmandu, Nepal, will be explored in the study.

The pressure from global trends and stakes regarding sustainability has also compelled banks in recent years to engage in ecologically friendly practices. Green strategy, in this case, the integration of environment considerations in business planning and operations, has thus gained acceptance in the banking sector in recent years (Jeucken & Bouma, 1999; Weber, 2017). Eco-friendly financing practices, environment risk management, reduction in carbon footprint, and green investment portfolios, among other factors, are promoted through a strong green strategy (Jeucken & Bouma, 1999; Weber, 2017). Environmental cost and performance metrics through management accounting solutions can therefore offer the required input in integrating green strategy in mainstream operations (Burritt & Schaltegger, 2010).

By integrating the accounting system with sustainability strategies, the effect of MAP on organizational performance is better when the variable functions as a moderation variable.

According to Schaltegger et al. (2013), banks adopting effective measures in relation to green strategies are more likely to use MAP as a means of evaluating risks to the environment as well as promoting long-term competitiveness as a result of efficiency. Consequently, better risk management, an improved performance record, reputation, and sustainability in the banking organization can be achieved through the integration of MAP and green strategies. This research will also discuss the effect of a commercial bank's sustainability strategies on its organizational performance.

Though the banking sector in Nepal has made significant progress, many commercial banks are struggling to implement management accounting practices (MAPs) such as budgetary and performance measurement systems in their organizations. Is there any connection between management accounting practices and organizational performance? Though these processes are critical for better organizational performance and service outcomes, their disparity leads to inequity in terms of competitiveness, organizational effectiveness, and decision-making (Chenhall, 2003; Hopper et al., 2009).

Banks have employed these 'green strategies' that are environmentally responsible, involving eco-funding, environmental risk analyses, and 'sustainable operating methods, among others, as a result of their countries and worldwide communities concern for environmental sustainability (Jeucken & Bouma, 1999; Weber, 2017). What is the effect of environmentally responsible activities and green strategies on this dynamic? This is an unanswered question, as there is no research specifically on green activities and their effect on management performance and management accounting practices in Nepalese commercial banks. These strategies, as mentioned not long ago, act as moderators, and their effect on management accounting practices has yet to be tested in an experimental way in Nepal, as these are yet meant to enhance sustainability,' credibility, and transparency. Likewise, no one knows what effect management accounting practices have on non-financial performance factors, and how green activities will enhance their effect.

The study's main goal is to assess how management accounting practices related with organizational performance of Nepalese commercial bank and how green strategy impact the relationship between Maps and organizational performance. The study's particular goals are as follows: a) To examine relationship between MAPs and organizational performance of Nepalese commercial bank. b) To investigates the moderating effect of green strategy MAP on organizational performance of commercial bank.

An informed estimate or provisional explanation on a phenomenon based on scant data or observation is called a hypothesis. It serves as a foundation for research and directs experiments and data collecting, making it an essential component of the scientific process. Evidence can confirm or refute hypotheses, which may result in new theories or more research

(Mahataman, 2024a). The study evaluated the following hypothesis: MAPs and organizational performance are significantly correlated. Additionally, the link between management accounting procedures and organizational performance is moderated by the green strategy. It aids in approving or disapproving the goals of the study.

Management Accounting Practice

The Nepalese research looks at how MAP might improve customer happiness and other non-financial performance metrics (financial inclusion, customer retention). The results indicate that MAPs are being used to monitor branch/service performance and support customer-focused strategies in addition to cost reduction. If client happiness and retention are among your dependent variables, these studies are immediately pertinent (Mahataman, 2025b). According to number of empirical studies conducted in Nepal, management and organizational performance in commercial banks is positively correlated with modern MAP components (budgeting, costing, performance measurement, and decision-support information). These studies demonstrate the practical implementation of CMASPs in the Kathmandu Valley and particularly connect MAP to enhanced performance evaluation, management control, and service quality in banks (Maharjan, 2024).

Environmental management accounting (EMA) and green strategies have a growing impact on firm performance and decision-making, according to recent international studies. Adoption of EMA is influenced by institutional pressures and managerial attitudes, and when integrated into management systems, EMA/green practices can improve operational and financial outcomes. The treatment of green strategy (or EMA) as a moderator or mediator between MAP and performance is supported both theoretically and empirically by these investigations (Cao et al., 2025). The studies show two recurring trends: (a) when companies measure environmental costs and disclose green performance, the MAP performance relationship is strengthened; and (b) the effectiveness of EMA implementations is conditioned by institutional and regulatory pressures as well as top management's pro-environment attitudes. These results support the use of green strategy as a moderator in banking research (Cao et al., 2025).

Balanced Scorecard

The Balanced Scorecard (BSC) is still a widely used strategic-performance framework that incorporates customer, internal-process, and learning and growth perspectives in addition to financial metrics. According to recent syntheses, the BSC has continued to develop from a measuring tool into a strategic-management framework that helps firms convert their vision and strategy into quantifiable goals (Madsen, 2025b).

BSC viewpoints and bank performance are often positively correlated, according to empirical research in the banking industry. The financial, customer, and internal-process perspectives are strongly linked to better bank outcomes (profitability, service quality, and information quality), while learning and growth frequently act indirectly by improving internal processes, according to multi-bank surveys and questionnaire-based studies conducted in developing markets (such as Jordan, Bangladesh, and similar contexts). These findings lend credence to the use of BSC as a fair framework for assessing and improving bank performance (Bshayreh et al., 2024).

Additionally, researchers have expanded the BSC to suit contemporary priorities: (1) Sustainability-aligned BSC (SBSC) for social and environmental purposes; and (2) BSC's function in enhancing the quality and governance of accounting information in banks. All four BSC perspectives have statistically significant positive effects on accounting information quality and related performance measures, according to recent empirical research conducted in Saudi banks in 2024–2025. This suggests that BSC can improve strategy execution as well as the accuracy of performance data (Alharbi & Abdulaziz, 2025).

Six Sigma

Financial inclusion is made possible by the Six Sigma and Lean Six Sigma improvements in banking process quality, cost-efficiency, turnaround times, digital channel performance, and customer satisfaction (faster account opening, cheaper services, fewer mistakes). However, there are few direct empirical studies that clearly connect the application of Six Sigma to quantifiable improvements in financial inclusion. The majority of research assesses operational results (error rates, cycle time, cost savings, customer satisfaction) that are likely precursors to inclusion, but it never explicitly tests inclusion outcomes (account ownership, usage by underserved groups) (Delahoz-Domínguez et al., 2024).

Operational quality & speed lower barriers to access

LSS speeds up onboarding and decreases transaction costs for consumers by reducing process errors and cycle times (loan choices, account opening, payment processing). This is crucial for low-income or distant clients who are time-sensitive. For instance, frameworks that combine DEA and Six Sigma demonstrate enhanced service quality aspects that are pertinent to banking access (Delahoz-Domínguez et al., 2024).

Cost reduction & efficiency potential for cheaper products.

Significant cost savings and mistake reduction from LSS initiatives are reported in case studies and sector evaluations (Bank of America example, industry reports); these savings can be used to fund outreach or low-cost basic accounts. However, it is rare to evaluate clear causal relationships to product or policy changes that enhance inclusion (Vashishth et al., 2023).

Improved digital channels & fraud controls safer, more reliable access

According to recent research, LSS combined with digitalization (and increasingly AI) enhances digital onboarding, lowers operational risk and fraud, and boosts the dependability of distant channels all of which are critical for integrating remote and underbanked people. However, research indicates that until the digital gap is addressed, digital advancements could not reach marginalized communities (Vashishth et al., 2023).

Customer satisfaction & trust important precondition for inclusion

According to studies, LSS enhances customer satisfaction and perceived service quality. Trust also boosts the uptake and continued usage of financial products, which is essential for meaningful inclusion (Delahoz-Domínguez et al., 2024b).

Methodological fusion (Six Sigma analytics) gives measurement power

In order to measure quality dimensions and efficiency that are helpful for assessing inclusion-related services at the branch or channel level, the study suggests integrating Six Sigma with DEA and advanced analytics (Delahoz-Domínguez et al., 2024b).

Organizational Performance

However, in addition to financial performance, consumer satisfaction is now an important strategic performance metric that indicates management effectiveness in creating value for stakeholders. Greater consumer satisfaction, which is influenced by service aspects like assurance, responsiveness, empathy, and trust, contributes to consumer loyalty and eventual enhanced organizational performance (IJSB, 2024). An empirical study conducted within the banking sector demonstrates that greater consumer satisfaction is significantly associated with improved communication, service assurance, and service delivery. It thereby assumes prominence in terms of organizational success (Upadhyaya et al., 2024). Customer satisfaction is also an essential performance metric in competitive environments as it acts as a mediator between consumer experience quality and eventual organizational performance (Ismail et al., 2024).

Customer satisfaction

An important outcome under the Customers Perspective of the Balanced Scorecard approach is customer satisfaction. It determines the effectiveness of banking service delivery in meeting customer needs and expectations, and it is a leading performance indicator in banks. Some of the key measures under the Customers Perspective include customer satisfaction metrics (CSAT), customer retention, service quality, and net promoters (NPS), and they link customer-facing activities with general strategy plans (Balanced Scorecard Overview, 2024). Studies conducted in Nepalese banks suggest that customer perspective factors such as customer retention, service responsiveness, and complaint avoidance are critical customer evaluation criteria for BSC in Nepalese banks, which also verify the importance of such criteria (Shrestha & Prajapati, 2024). On similar lines, studies carried out in emerging market banks suggest that customer perspectives are significant in determining performance results collectively (Bshayreh et al., 2024), and also support that successful implementation of BSC's customer perspectives help in better customer satisfaction and loyalty when implemented in strategic management practices in Palestinian banks (Egon, 2024).

Six Sigma is an effective data-driven methodology for process improvement, and its prime focus is on consumer satisfaction. Satisfaction of customers by identifying and meeting their key needs, reducing process variation and defects, and ultimately satisfying customers by delivering products and/or services that not only fulfill but often exceed their expectations is the foundation of this approach. These consumer demands are assessed and incorporated into the process for improvement using the DMAIC framework of Six Sigma (Define, Measure, Analyze, Improve, and Control) (International Six Sigma Institute, 2025). Implementation of Lean Six Sigma in service-oriented sectors leads to measurable improvements in service sectors, and these include service guarantee, timeliness, and reliability, which are strong drivers of consumer satisfaction rates. Six Sigma initiatives can greatly contribute to improving consumer satisfaction, as they have been shown to significantly improve consumer satisfaction factors like defects and service cycle times in improvement initiatives, as reported in findings on the quality improvement study in 2025.

Moderation of Green Strategy

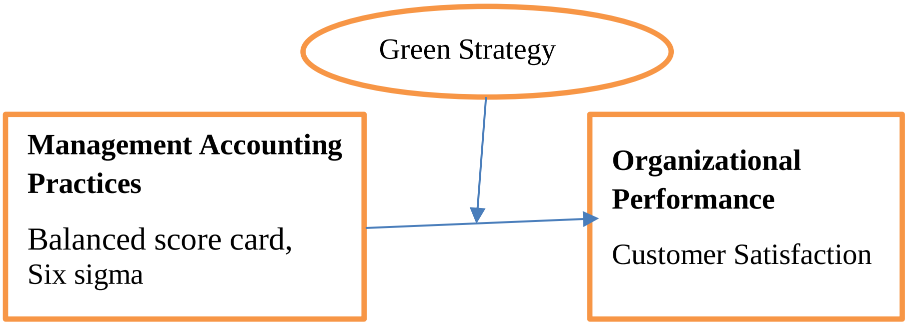
Literature has increasingly confirmed the importance of green banking to enhance environmental and organizational effectiveness within the banking industry. Current studies show that banks have embraced green finance and sustainability approaches in response to international climate goals. Tekin (2025) stresses that banks in Turkey have started using green banking approaches, including green financial products and enhanced disclosure, in an effort to neutralize carbon. This is reflected in other emerging countries, demonstrating an appropriate relationship between green banking and a competitive advantage. Although this is the case, costs and an uncertain regulatory environment are barriers to widespread adoption. The findings from the research provide important information regarding the sustainability processes undertaken by large banks in developing countries.

Current studies place enormous value on the role and relevance of green strategy models in enhancing business performances, especially with respect to innovation and information systems. According to Renaldo et al., (2024) demonstrates that there is an increased relationship between a structured green strategy and performances related to innovations and information systems. The study indicated that an aggressive or positive role of a structured green strategy in innovations has increased positive results on performances. This demonstrates that sustainability strategies play important enabling roles in ensuring organization resources and capabilities, implying that a structured green strategy has a positive role in facilitating positive results from digital and innovative investments to enhance competitive advantages.

Accounting Insight

From the perspectives of contingency theory, resource-based view theory, and sustainability accounting, the role of management accounting practices (MAP) in commercial banks regards the interaction between MAP, as considered in budget preparation and sustainability reporting, and green policies. From the contingency theory, MAP, as budget preparation and sustainability reporting, of a bank works well when it aligns with its sustainability goals. Green commitments for financial and environmental trade-offs within the context of the resource-based view can enhance MAP and its competitive advantage. Factors relating to economy, environment, and societies are encouraged in performance measurement by the utilization of frameworks such as TBL.Green actions such as energy efficiency and green finance enhance operational efficiency as well as reputation, as Nepalese banks have found. Financial management performance can also be rated by the manager apart from its impacts on the environment by incorporating sustainability measures into the MAP. As found by Lapinskienė and Danilevičienė (2023), in this context, the moderating effect is provided by the green approach itself and involves the MAP in making decisions concerning the prioritized environment.

Research Framework



Methods

The specific procedures and approaches that investigators employ to collect, analyze, and assess data are known as research methodologies. The choice of research methodology is influenced by the characteristics of the phenomenon being studied, the research issue, and the study's objectives. The study is to look at the relationship between MAP and Nepali commercial banks' organizational performance as well as the moderating effect of environmentally friendly practices on bank performance. To achieve the study's objectives, a deductive approach is utilized in conjunction with descriptive, inferential, and causal inquiry approaches. Descriptive analysis is used to look at the state and practices of management accounting, while an explanatory casual research design is used to examine the link between MAPs and company efficiency and regression analysis is used to moderate the effect of green strategy of MAP capacities on bank performance.

All types of bank public, private and joint venture were selected because of better result. According to NRB there are 20 commercial banks in Nepal. Out of which 6 commercial banks were chosen by using a stratified method, (Agriculture Development Bank, Nepal Rastriya Banijya Bank, Global IME Bank, NIC Asia Bank, Everest Bank, and Nabil Bank). The sample size formula is used to calculate the sample size.

The formula indicates that the sample size is 314.

$$n= \frac{N}{1+N(e)2} = \frac{1446}{1+1446(0.05)2} = 314$$

The major source of data was used by the researcher. Convenience sampling and structured questionnaires are used to gather the primary data. The manager of the branches of the corresponding banks received the questionnaires. The researcher chose to examine commercial banks in Nepal due to time constraints, environmental concerns, the dominance of banks, budgetary and financial constraints, and rigorous NRB regulations to prevent financial crises. Five rating parameters were used for a total of fifteen items in the questionnaires: strongly disagree (SD), disagree (D), neither disagree nor agree (N), agree (A), and strongly agree (SA). There were three portions to the questions. Demographic data is given in the first part, independent variables are included in the second, and dependent variables are included in the third. The Statistical Package for Social Science (SPSS) was used to examine the data and conduct further study. For this survey, 500 branch managers out of 1446 branch managers and 400 consumers completed a questionnaire based on judgmental sampling. Data are examined using a variety of statistical approaches based on 325 branch managers' replies, of which 320 are useful, and 385 consumer responses, of which 320 are usable.

Results

The results and discussion section not only report the outcomes of the study but also provides a deeper understanding of their significance in the context of the research problem.

Table 1:

	Frequency	Percentage
Gender: Male	300	93.75
Female	20	6.25
Age: 20-35	98	30.63
35 & above	222	69.37
Education level: Postgraduate	315	98.44
M.Phil./ PhD	5	1.56
Experience: 10 years	50	15.63
More than 10 years	270	84.37
Training: National	320	100
Both	125	39.06
Marritual status: Married	310	96.88
Unmarried	10	3.12
Customer gender: Male	210	65.63
Female	110	34.37
Age: 15-25	60	18.75
25-40	190	59.38
41 & above	70	21.87
Education: Graduate	190	59.38
Postgraduate	90	28.12
MPhil / PhD	40	12.50
Service: Satisfied	210	65.63
Unsatisfied	110	34.37
Customer visit: Daily	150	46.88
Weekly	120	37.50
Monthly	50	15.62

Sources: Field Work 2025

The above demographic profile shows that the majority of respondents were male (93.75%), while females represented only 6.25%. Most respondents belonged to the 35 years and above age group (69.37%), indicating a mature workforce, and 98.44% held a postgraduate degree, with very few having M.Phil./PhD qualifications. All respondents (100%) had received national-level training, and a large proportion were married (96.88%).

According to the customer demographic profile, the greatest age group was 25–40 years old (59.38%), with 65.63% of the customers being men and 34.37% being women. Graduates made up the majority of clients (59.38%), with postgraduates coming in second (28.12%).

34.37% of consumers were dissatisfied with the service, compared to 65.63% who were happy. In terms of visit frequency, 46.88% of customers visited daily, 37.50% weekly, and 15.62% monthly, showing that they interacted with the banks somewhat frequently.

Table 2:

Reliability of Items

Variables	Code	Items	Cronbach's Alpha
Balanced score card	BSC	5	0.83
Six Sigma	SS	5	0.77
Green strategy	GS	5	0.73
Customer satisfaction	CS	5	0.79

The reliability of the questionnaires has been examined prior to doing an analysis of the data gathered. Summated scales are trustworthy for additional analysis because their Cronbach's Alpha values are all higher than 0.7 (Hair et al. 2007). They are far greater than the thresholds that academics advise.

Correlation analysis

Correlation is a statistical concept that describes the relationship and extent of association of two variables. The correlation will help in understanding how well the variables move in tandem. However, correlation does not and is not meant to infer any causal effect. The range of correlation coefficients usually varies between −1 and +1. If it is +1, it implies a perfectly positively related variable. On the other hand, if it is −1, the variable is perfectly negatively related. If the correlation coefficient is 0, the variable is not linear (Gujarati & Porter, 2009; Creswell, 2014).

Table 3:

	SUM_BSC	SUM_SS	SUM_CS
SUM_BSC	1	0.557	0.689
SUM_SS		1	0.517
SUM_CS			1

These findings establish that there are positive correlations between Balanced Scorecard (SUM_BSC), Six Sigma (SUM_SS), and Customer Satisfaction (SUM_CS). For instance, the moderate correlation between SUM_BSC and SUM_SS is measured at 0.557, and the strong correlation between SUM_BSC and SUM_CS is measured at 0.689, confirming that good performance measurement and measurement help in improving quality and increasing customer satisfaction. Also, there is a moderate and positive relation between SUM_SS and SUM_CS measured at 0.517.

Moderation Analysis

When a predictor variable and an outcome variable can both be explained by reference to a third variable, then such condition is called moderation. Here, moderating impact was tested as suggested by Andrew F. Hayes. SPSS special process macro allows generating confidence intervals for the effects calculation. The decision rule is based on the evaluation of those intervals. This rule states that if confidence interval does not include zero value, the moderating effect should be accepted, otherwise it should be rejected (Hayes, 2018).

Table 4:

Moderation Analysis Summary

	Coeff	**se**	**t**	**p**	**LLCI**	**ULCI**
constant	58.954	.1301	453.3048	.0000	58.6984	59.2100
SUM_MAP	.5527	.0458	12.0626	.0000	.4626	.6428
SUM_GS	.3696	.0405	9.1357	.0000	.2900	.4491
Interaction A*GS → P	.0146	.0063	2.3257	.0206	.0023	.0270

Table revealed a significant of impact of Interaction A*GS (β= 0.0146, 95% CI: 0.023, 0.0270) because confidence interval does not include zero. Therefore, research shown that the association between management accounting procedures and organizational performance is moderated by green strategy.

Discussion

The outcome reveals the positive association of Balanced Scorecard with Six Sigma and Customer Satisfaction. The moderate correlation of SUM_BSC and SUM_SS (r = 0.557) implies that a bank using comprehensive performance measurement would integrate process improvement and quality management, leading to operational excellence. Strong association between SUM_BSC and SUM_CS (r = 0.689) means that effective use of the Balanced Scorecard enhances customer outcomes because internal processes are aligned with customers' needs. The moderate correlation of SUM_SS and SUM_CS (r = 0.517) signifies that the Six Sigma initiatives enhance service quality and process efficiency, leading to a better customer satisfaction perspective. The results are consistent with prior studies of (Kaplan & Norton, 1996; Antony et al., 2023; Hair et al., 2019).

The study searched at how management accounting practices and organizational performance are correlated and moderated effect of green strategy on relationship between MAP and organizational performance of Nepalese commercial bank. The management accounting practices (SUM_MAP) have a strong and significant positive effect on performance (β = 0.5527, p < .001). Green strategy (SUM_GS) also positively influences performance (β = 0.3696, p < .001). Importantly, the interaction term (MAP × GS) is positive and significant (β

= 0.0146, p = .0206), confirming that green strategy significantly moderates and strengthens the impact of management accounting practices on performance. The significant impact of Interaction A*GS (β= 0.0146, 95% CI: 0.023, 0.0270) because confidence interval does not include zero. Hence, it highlighted that green strategy moderates the relationship between management accounting practices and organizational performance. These results align with standard moderation analysis guidelines (Aiken & West, 1991; Hayes, 2018).

Conclusion

Management accounting practices (BSC and six sigma) is very important tools for performance evaluation (customer satisfaction) of bank. The cronbatch Alpha of summated scale of each variable are 0.83, 0.77, 0.73 and 0.79 respectively for balanced score card, six sigma, green strategy and customer satisfaction. Based on manager out of total respondent 93.75% are male and 6.25% are female manager. Out of the total responses 30.63% have 20-30 years age, and 69.37% have above 35 years age. Out of the total responses, 98.44 have postgraduate and 1.56% have MPhil. / PhD. Out of total respondent 100% have national level training and 39.06% have national and international level training. Out of total respondent 15.63 % respondent have 10 year and 84.37% have above 10 years' experience in banking field. Out of the total responses, 3.12% are single and 96.88% are married. Based on customer out of total respondent 65.63% male and 34.37 are female, 18.75% have 15-25 years, 59.38% have 25-40 years 21.87% have 41 and above age, 59.38%,28.12% and 12.50% have graduate, postgraduate and MPhil. / PhD, 65.63%and 34.37% are satisfied and unsatisfied customers and 46.88%, 37.50% and15.62% are visited daily, weekly and monthly to the bank.

The correlation results show moderate to strong positive relationships among Balanced Scorecard, Six Sigma, and Customer Satisfaction, suggesting that effective performance management tools and quality management practices are associated with improved customer satisfaction in the banking sector.

Furthermore, the moderation analysis provides strong empirical evidence that green strategy significantly moderates the relationship between management accounting practices and organizational performance. The significant interaction effect, supported by confidence intervals that do not include zero, indicates that the positive impact of management accounting practices on performance becomes stronger when banks actively adopt green strategies. The theoretical premise that sustainability-oriented methods improve internal management systems' efficacy by coordinating financial, operational, and environmental goals is supported by this research.

Scope of future research

a. Uses of management accounting practices in the process of long-term decision making in the Bank and Financial Institution in Nepal.

b. The function of management accounting practices in the decision-making of the trading and manufacturing sector in Nepal.

c. Effects of management accounting practices on organization's financial performance in Nepal.

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