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Increasing the competitiveness level with the help of management reporting at the agricultural sector enterprises

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Abstract. In modern realities, enterprises are the main entity of the economy performance. However, their role has changed over time, which also led to changes in the principles of accounting, which in general increased its importance for achieving the company's best financial performance. Thus, it remains relevant to consider the modern features of accounting in enterprises. In this work, the analysis is carried out in the Republic of Tajikistan, which is explained both by the economic features of the country's development and by its socialist past and relatively short history within the capitalist mechanism of the state. In addition, the analysis is mainly focused on the agricultural sector due to its significant role in the country's strategic and economic development plans. The purpose of the work was to assess the current state of management reporting methods in Tajikistan. The main method used in writing of the article was the analysis, taking into account the number of considered sources, used to form conclusions, modeling, graphic and statistical methods. The work described the main features of management reporting for agricultural enterprises in the Republic of Tajikistan. The analysis of the structure and main forms that exist for reporting by the agricultural sector companies showed their low efficiency. This is due to the volume of provided data, which is not enough for the effective functioning of the agricultural sector. It was proved that by introducing some changes in the methods accounting (management) reporting and improving the data quality in it, it was possible to increase the level of enterprises competitiveness. Therefore, the work presented such forms of their reporting that could solve some existing problems. The work provided new knowledge of the principles of financial reporting, as well as analyzed the peculiarities of its preparation in the country, therefore its results can be used practically by the specialists in the respective field

Keywords: agricultural management, level of competitiveness, accounting reporting, entrepreneurship, economy of Tajikistan



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INTRODUCTION

Accounting plays a huge role in the enterprise functioning: this generally accepted set of rules allows not only for effectively taking into account income and costs, but also for planning a future development strategy; monitor current activities (Al-Khasawneh *et al.*, 2014; Jostan & Alimbudiono, 2020), making it an important part of maintaining a company's competitiveness (Jaf *et al.*, 2020). Accounting methods introduced in a country play a significant role in the formation of a company's operation principles, hence the effectiveness of its functioning (Gao, 2022). The reason for this is that a qualitative information analysis about the companies' activities helps managers to draw conclusions for the formation of a future development strategy (Oyewo & Ajibolade, 2019). The accounting report also plays an important role in the economy development of states as a whole, because it allows assessing the degree of enterprises development for subsequent decisions in macroeconomic policy and monitoring their activities (Randriamiarana, 2015).

This work examines the level of management and accounting reporting of agricultural enterprises of the Republic of Tajikistan. In general, this industry is of great importance for the country development due to its economic and strategic components. In the first case, the reason is the high sector share in the economic development of the country, and in the second case the universal role of developing one's own agriculture in the event of various global shocks and crises (Alpatova *et al.*, 2021). Therefore, it is still relevant to consider the features of accounting reporting to improve the companies' welfare in the agricultural sector in the Republic of Tajikistan.

A significant number of scientists have been engaged in the consideration of this and related topics. Works that studied the interaction features between management and accounting reporting and the competitiveness level of enterprises became important for conducting this research. This, in particular, was the article by A.Y. Othman (2020), which analyzed the role of management accounting practices in terms of achieving competitive advantages by a company using the empirical example of Iraq. In the study, the author conducts a qualitative statistical analysis of the selected variables and generates recommendations for companies in accounting to achieve better results. S.J. Braim (2020) worked on the same issue in the research on the role of management accounting in the company's decision-making process. They point to the interaction between the quality of reporting with the financial performance of companies, which confirms the importance of quality reporting in enterprises. New competition methods among enterprises were studied by V. O'Connell *et al.* (2020), pointing to the role of such phenomenon as competitive intelligence, which allows better building of future development strategy using data on the competing enterprises development. Works in which scientists

studied the interaction of the information availability and quality when submitting reporting with the level of subsequent financial performance of companies, have also become important: among them, A.P. Monteiro *et al.* (2020) should be noted.

Thus, the purpose of the work is to analyze and assess the present state of management reporting methods in the Republic of Tajikistan. The object of the study is the methods of accounting for enterprises by themselves. The novelty of the article lies in a detailed analysis of the forms and rules of accounting in the country, especially for companies in the agricultural sector. In addition, it provides an opportunity to find new problems in the industry functioning (in terms of reporting), which is especially relevant, because not many scientists pay attention to them when studying the functioning features of the agro-industrial complex in Tajikistan.

MATERIALS AND METHODS

It should be noted that this work analyses, first of all, how management reporting affects the increase in the companies' competitiveness in the market. However, the article mentions accounting reporting more than once: the reason for this is that management reporting is an integral part of accounting. This is described in more detail below in the work in the diagram. Thus, within the article, these two concepts can be considered synonymous.

The main information sources in the article were the existing regulatory legal acts of the Republic of Tajikistan, which made it possible to assess and describe the modern principles of accounting reporting in the country. Among them, there are the Album of forms of primary accounting documentation and reporting for enterprises and associations (approved by the Ministry of Finance of the Republic of Tajikistan) (2013), from which the templates existing in the country for keeping records of agricultural enterprises activities were taken, as well as the Order of the Ministry of Finance of the Republic of Tajikistan No. 124 "On Approval of the Instructions on the Procedure for Filling in Forms of Quarterly and Annual Financial Statements by Business Entities" (2001). In addition, works of other scientists were important for the analysis of different views on the management reporting role in the company functioning.

When conducting the research, a significant number of scientific methods were used, however, analysis should be recognized as the most common one among them due to the big amount of literature processed for holding the study. With the help of induction, disparate data on accounting reporting methods among enterprises of the Republic of Tajikistan were processed, and thus it was possible to draw conclusions about the general methodology for its maintenance. Modeling played an important role, with the help of which the conditions for the enterprises functioning were formed and conclusions were drawn about what reporting standards

should be for the most effective management of the company. Thus, abstraction was crucial, and with its use, the influence of external factors on the enterprises activities was measured in order to form conclusions. Although statistical study methods are practically not used, they are also relevant for this study. Among them, graphical method should be distinguished, which made it possible to demonstrate disparate data particles within one design, thus simplifying their perception and the formation of main conclusions.

The whole work can be divided into several stages. At the first stage, the structure and essence of the accounting reporting system for agricultural and its features are described and forms for its submission are shown. The second part of the study presents the existing and recommended reporting forms in the agriculture field, both to increase the efficiency of enterprises and their financial performance, and the level of competitiveness in general. The article also includes discussion, review and re-evaluation of the obtained results based on the work of other scientists.

RESULTS

The current state of the market economy significantly depends on the achieved level of competitive environment

based on the information support of the management system. As it is known, the main role in the information support system through reporting is assigned to the accounting and analytical system, which often depends on proper development and improvement (Gandour, 2021). Its development as an information source for making managerial decisions in agriculture should take into account all the specific features, considering also the technological and organizational structure of production and management. The main economic information source in the accounting and analytical system is accounting, which summarizes all information into a single reporting system that serves to make appropriate managerial decisions for management, potential buyers and suppliers, investors and other persons (Bergonia, 2021). The system of accounting and reporting in agricultural enterprises that exists today does not fully meet the management requirements through and by the method of presenting economic and facilities data, which are excessively detailed. Also, the reporting compliance is affected by such factor as insufficient efficiency in compiling and presenting the necessary information that affects the effectiveness of made decisions. Accounting systems types and their participation in management systems is shown in Figure 1.

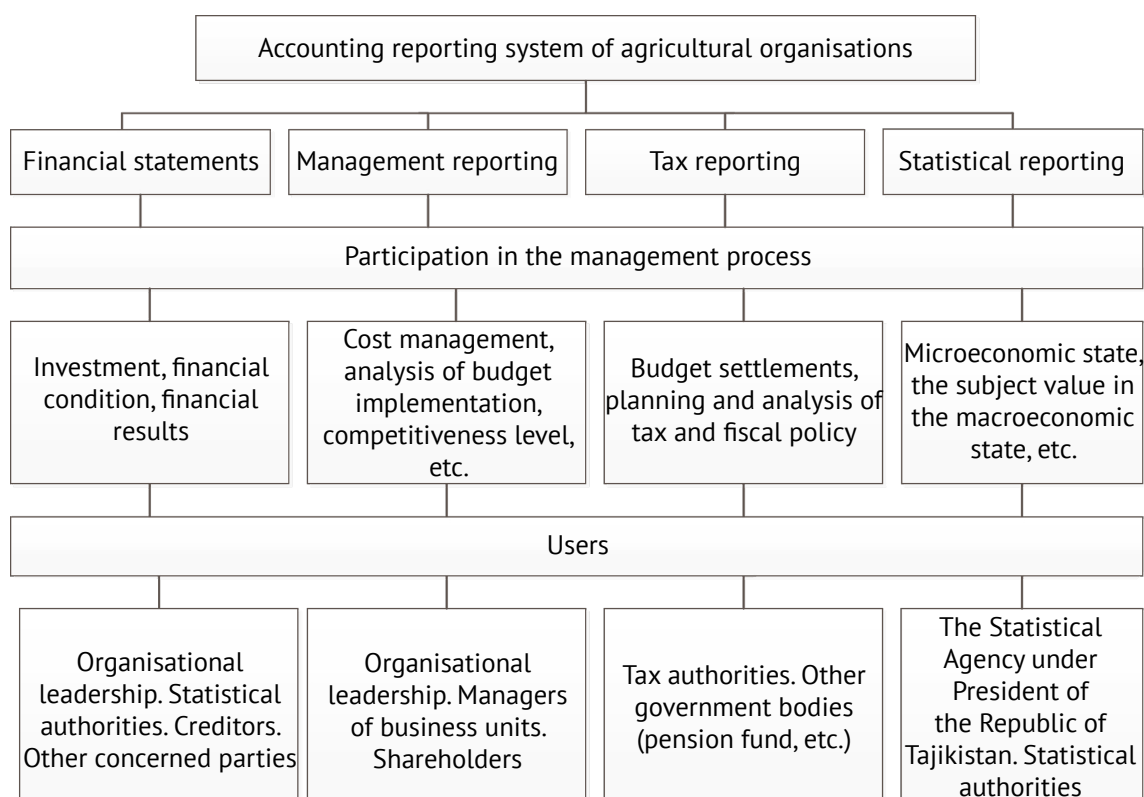


Figure 1. Types of accounting reporting and their participation in the management system of an agricultural enterprise
Source: prepared by the author based on the special literature study (Barfiyev, 2019)

As it can be seen from Figure 1, the main mechanism of influence on managerial decisions of an economic entity management is organized reporting, which is formed on the indicators system. Management reporting being internal reporting in a structural and composite aspect depends on the main user of this reporting form. In this regard, to make appropriate managerial decisions in a competitive environment, it is necessary to promptly and adequately respond to the changes dynamics in the external and internal environment, and for this the accounting and analytical system, covering the system of planning, accounting, analysis and control, should have adaptability and flexibility. An important document characterizing the financial and economic activities of an agricultural enterprise, as well as other organizations, is the financial statements, which consist of the approved Order of the Ministry of Finance of the Republic of Tajikistan No. 124 "On Approval of the Instructions on the Procedure for Filling in Forms of Quarterly and Annual Financial Statements by Business Entities" (2001). The standard financial statements composition of an agricultural enterprise, as well as other management forms, covers such forms as: balance sheet (statement of financial position), statement of financial and economic activities results (profit and loss statement), cash flow statement, statement of owners' equity (Vavrek *et al.*, 2021).

The methodological basis for the preparation and presentation of financial statements by both an agricultural enterprise and other economic entities of a market economy is regulated by the relevant regulatory legal acts, as well as national financial reporting standards (NFRS) for organizations that do not have a public interest and International Financial Reporting Standards (IFRS) for enterprises and organizations of public interest. In terms of compiling these types of reporting, as well as in those of the availability of a regulatory methodology in modern conditions, almost all economic entities compile and submit financial statements, including agricultural ones, in addition to dehqan (farm) enterprises, which can submit accounting reporting in a simplified system. The modern economy puts its principles before the managerial personnel and, with the improvement of methodological and practical aspects causes specialists to carry out, in addition to maintaining mandatory accounting (financial) accounting, maintaining management (internal) accounting, the main product of which is management reporting aimed at providing information to the management system of an economic entity. Considering the problems of organizing and maintaining management accounting in different economy sectors, the main emphasis is made primarily on the organization industry specifics. Such a statement can also be attributed to the preferences and requirements of users, which are often managers and management of an economic entity.

In the managing system of the economic activity of agrarian formations and their competitiveness, the

indicators that are properly adapted to the relevant management purposes become more important. It should be noted that when managing competitiveness, at some time, financial purposes fall to the background compared with capturing the sales market and increasing consumer demand for the products presented to them (Alsoboa, 2015). However, in making this statement, it should be remembered that excessive market capturing can lead to a significant level of financial loss for the farmer, that is, loss (O'Hara & Oldfield, 1986). Therefore, to move financial indicators to a secondary plan, the management of an entity should at least ensure the achievement of the breakeven point, and it in turn, will ensure the successful functioning of the farmer in a strategic aspect (Barfiyev, 2019). Achievement of set tasks is ensured on the basis of the use of reliable and comprehensive information from management reporting. Reporting aimed at managing competitiveness should characterize not only the achieved results of the financial, economic and production activities of an economic entity, but also to some extent reflect the forecast of ongoing measures aimed at ensuring the growth of the competitiveness level. Considering this statement from the point of view of a terminological concept, the suggested management report can be classified as a "report with references to the future", that is, it is a report that to some extent covers forecast, current and past indicators.

To argue that agricultural enterprises do not properly maintain an accounting and reporting system is not entirely fair, because in addition to the general forms of financial reporting, they also submit additional forms that reflecting industry characteristics reveal certain specific features of the agricultural business. These forms belong to the specialized AIC reporting forms and consist of nine separate forms (Fig. 2), each of which reflects certain information about the entity's activities. They are approved by Order of the Ministry of Finance of the Republic of Tajikistan No. 124 "On Approval of the Instructions on the Procedure for Filling in Forms of Quarterly and Annual Financial Statements by Business Entities" (2001).

The forms of specialized reporting shown in Figure 2 are submitted by agricultural enterprises to their higher branch departments, in this case, this is the Ministry of Agriculture of the Republic of Tajikistan. Compilation of these specialized reporting forms allows the management of an economic entity use the indicators reflected in them. Each of the forms presented in Figure 2 plays an important role in the preparation of the general enterprise reporting, because it displays a separate component of its activities. Containing certain information, they provide management personnel with a certain opportunity to make appropriate managerial decisions. Considering the process of making of managerial decisions in terms of certain procedures, they are in contact with economic and financial analysis, which serves as the main information source (a kind of basis)

for making managerial decisions. The textbooks given by specialists it is assumed the use of IFRS as the basis for managing or, most likely, improving the financial condition of an economic entity, and for agricultural enterprises, first of all, it is the use of IFRS 41 "Agriculture" aimed at assessing and reporting biological assets. With

taking these standards as the basis for the preparation of financial statements, and in the future, in the management of competitiveness for the conditions of the Republic of Tajikistan, difficulties will arise, and they will require appropriate clarifications, amendments and additional forms of financial and economic reporting.

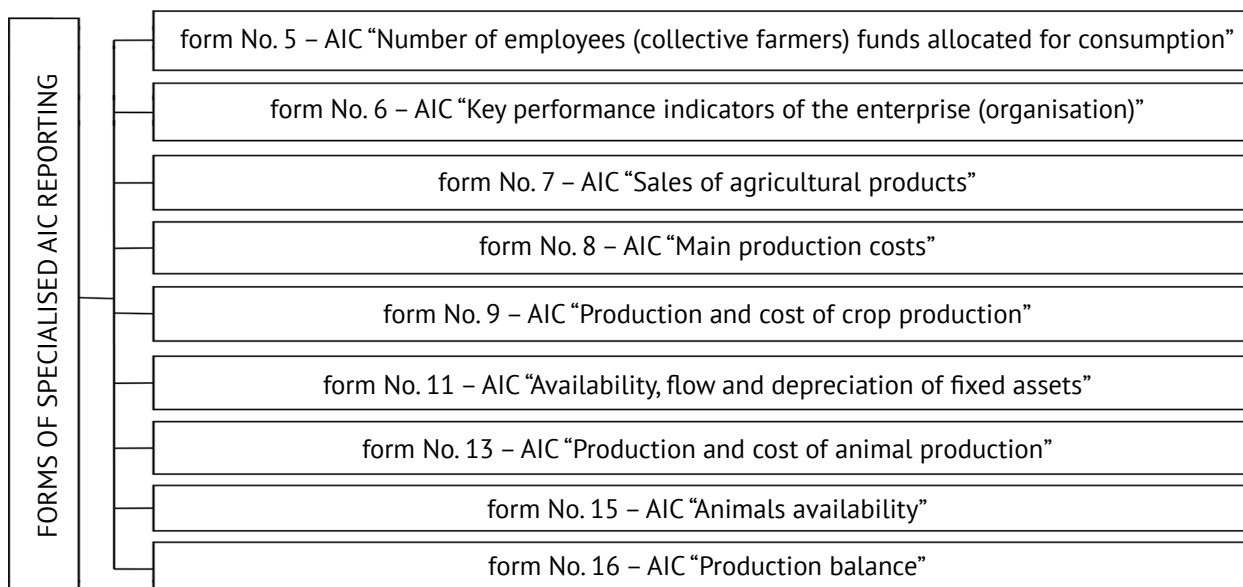


Figure 2. Specialized reporting forms for AIC enterprises

Source: prepared by the author based on the Album of forms of primary accounting documentation and reporting for enterprises and associations (approved by the Ministry of Finance of the Republic of Tajikistan) (2013)

Taking advantage of the management accounting definition aimed at implementing the development strategy of an agricultural enterprise, as well as its contribution to the management system, it can be noted that the end result is the development and presentation of various forms of management reporting, which is based on adapting the value chain to meet the needs of its users. Based on this, it can be noted that internal management reporting is aimed at the management system, and to meet its needs it is necessary to develop the most optimal management reports that contribute the management system to manage competitiveness. The concept of management reporting development refers to the form of management reporting preparation, which may include articles, the indicators of which play a key role in making managerial decisions. To manage the enterprise competitiveness in the developed management reporting, it is necessary to take into account the possibility of collecting, systematizing and reflecting financial and non-financial information. Considering the direction of the strategic functioning and development of an agricultural enterprise, management reporting can only be effective and efficient if it provides the possibility of implementing analytical procedures, or providing comparative indicators of the achieved results. To ensure the analytical process in the structure of management reporting connected with ensuring the

management of competition and competitiveness of an agricultural enterprise, it is necessary to include planned indicators of the possibility and prospects for development, and for comparability with other sector subjects, the actual indicators of the enterprise position in the industry, etc.

The formation complexity of management reporting of an agricultural enterprise is based on its diversity, the conditions and rules for the formation of management information, and, as noted above, on the target focus of this reporting' users, as well as on the possibility and development of the information that makes up the reporting indicators. Management reporting is determined by many parameters, but its main task is to form such reporting package that would reflect the business structure and meet the information requirements of management. It is connected with the enterprise activities, forms a kind of unique product which is the result of management accounting, and contains its own specific features. Despite the lack of uniform regulatory requirements in the preparation of management reports and those fragmentations, their data can be systematized together in accordance with a system of certain regulatory rules. The most optimal form of management reporting aimed at accounting for the manufacturing products costs which is reflected in the following Table 1 are analyzed below.

Table 1. Form for main production cost

Cost elements	Total for main production	Planned indicators		Total for main production	Actual indicators	
		Including for production			Including for production	
		crop production	animal production		crop production	animal production
Labor costs with contributions to social insurance and social security						
Material costs included in the production cost (including: seeds and planting material)						
Feed						
Mineral fertilizers						
Petroleum products						
Electrical energy						
Fuel						
Spare parts						
Payment for services and work performed by third parties and other material costs						
Depreciation of fixed assets						
Insurance payments						
Other costs						
Total cost for main production						

Source: prepared by the author based on the Album of forms of primary accounting documentation and reporting for enterprises and associations (approved by the Ministry of Finance of the Republic of Tajikistan) (2013)

The form presented in Table 1 as a form of management reporting connected with the production costs of the main production of agricultural products cannot fully disclose the costs, and the presented table summarizes the costs by types (sub-areas) of agricultural production. However, agricultural production covers the crop and animal production areas, managers are required to make appropriate management decisions for each production

area separately, and sometimes for certain types of products (Lal, 2020). The management of the agricultural products competitiveness requires the development of such management reporting form that would reflect in detail the cost value and the output products quantity, considering the presented report preparation connected the production and production cost of both the crop and animal production industries, which is shown in Tables 2 and 3.

Table 2. Production and cost for crop production

Crop	Line code	Actual cultivation area, ha	Total costs, somoni	Including					
				Labor payments with accruals	Seeds and planting material	Fertilizers	Fuels and lubricants	Management expenses	Depreciation

Source: prepared by the author based on the Album of forms of primary accounting documentation and reporting for enterprises and associations (approved by the Ministry of Finance of the Republic of Tajikistan) (2013)

Table 3. Production and cost for animal production

Animal types	Line code	Average livestock, heads	Total costs, somoni	Including				
				Labour payments with accruals	Feed	Fuels and lubricants	Management expenses	Depreciation

Source: prepared by the author based on the Album of forms of primary accounting documentation and reporting for enterprises and associations (approved by the Ministry of Finance of the Republic of Tajikistan) (2013)

The forms of management reporting presented in Tables 2 and 3 are quite sufficient to manage the competitiveness level in terms of value. They reflect the output products, both in quantitative and value terms. But it should be noted that the system for managing the production process and sales of products in any economy sector requires, first of all, efficiency. Any managerial decisions should be made very promptly and clearly, because in a competitive environment every minute is worth its weight in gold for an enterprise, and timely information provided to the management system becomes the basis for making appropriate managerial decisions.

DISCUSSION

In general, the way in which a company's reporting is formed can greatly influence its competitiveness level. Thus, A.Y. Othman *et al.* (2020) in their work on management accounting practices write that standards are often unable to keep up with the changing pace in business practices. This reduces the indication of both the report itself and hinders enterprises in conducting their activities. Thus, the company's reporting standards should be universal, variable and changeable, which will allow the business constantly adapting to new business realities. It will also reduce the need for permanent changes to reporting standards. Their research shows that in the studied enterprises, accountants play a significant role in a strategy development to increase the competitiveness of enterprises, and the statistical study of the scientist indicates an existing positive correlation of the statistical impact of management accounting on achieving competitive advantage. Other scientists confirm this idea. In particular, S.J. Braim (2020) writes that management accounting variables are positively correlated with each other, which means that improving one of the management accounting variables will lead to improvement in others. In addition, scientists note the existing correlation between management accounting variables (information collection, information processing, management accounting reports quality and information transfer) and decision making, which, however, strongly depends on the company's ability to collect reliable information and process it. All this information confirms the concept that the role of accounting and reliable information in it is very high to increase the level of the company's competitiveness.

Interesting thoughts are reflected by V. O'Connell *et al.* (2020), as they note the importance of another aspect of management, namely competitive intelligence. This becomes especially relevant in countries with developed capital markets, where companies that enter the market are forced to make their reporting available to absolutely everyone. In their opinion, the daily activities of a modern financial reporting service require the collection, synthesis and analysis of huge data amounts from both internal and external sources. Thus, high-quality reporting can increase not only the level of competitiveness of an individual enterprise, but also improve the competitive environment in the entire market

as a whole, because managers will have all available information about the development of competitors' enterprises and thus change their own development strategy. It should be noted that the role of management and accounting reporting in the process of company management is primarily that it allows assessing the available financial information about the enterprise state, which provides for making quality decisions: in turn, incorrect development of the principles for filing and reporting can distort information, and therefore harm the company in the long run, given the likely erroneous decisions made by its managers in the future.

In general, analyzing the indicators system of each form of specialized AIC reporting noted in the work, it can be noted that they are more suitable for management reporting. Each form contains the information that is necessary for a more rational analysis and management of the economic entity's activity. But it should be noted that in relation to the management of costs and results of a specific industry, they are sufficient, but in relation to the competitiveness level, the question arises about the information quality stated in the reports. As stated by M.J. Imhof *et al.* (2018), this results in some companies adopting stronger policies to protect confidential information from competitors. A.P. Monteiro *et al.* (2020) generally agree with this in their work, in which they consider the impact of information systems and non-financial information on business performance. Some disadvantages of the reporting system in Tajikistan that were noticed in the work should be noted: it can be said that in the financial and management reporting systems aimed at agricultural enterprises that were mentioned previously, information (article) reflecting the state of affairs connected with using biological assets. In connection with the role of this assets type for business conducting in agriculture, it is concluded that for a better data representation in reporting, these articles should be added in their subsequent revisions.

Considering the abovementioned forms of specialized reports of enterprises in the sphere of agricultural production, as the basis for preparation, in a generalized form, the results of management accounting, management reporting for the purposes of competitiveness management, individual groups of indicators can be combined into a single management report, which will possibly characterize the following main objects of management accounting. By reading the work of E. Marfolla (2016), the following objects of management accounting can be distinguished: indicators on the main resources state of the enterprise (labor, material, current and non-current); on the capital state of an economic entity (own and borrowed); on the state and results of economic processes performed by an economic entity, including income and expenses; on the results of activities of such main aspects of the flow of funds of the enterprise such as: current; financial and investment activities. The grouping of the constituent indicators of management reporting allows determining the main data connected with the management system of the

agricultural producer competitiveness, which is primarily based on the cost indicators connected with the production of a particular type of product. It should be noted that other scientists in their works state other methods of improving operation of enterprises with the reporting. In particular, V.V. Galautdinova (2019) writes about the role of introducing of management reporting automation, because, in her opinion, this allows for variably planning of business decisions for a sufficiently long horizon period, as well as reduce the costs of an enterprise in the long term, with which is hard to disagree.

In general, scientists note the significant problems that exist in the economy of Tajikistan connected with the insufficient level of its competitiveness: P.K. Azimov and A.V. Babkin (2011) emphasis on it in their research, where they indicate that the country is only at the beginning of the path for building a competitive economy. Scientists state to significant prospects for increasing the competitiveness of the country's economy, in particular through development assistance to small and medium-sized enterprises. However, in Tajik economic thought, little attention is paid to the problems of accounting and management reporting in the country, more describing the possibilities of supporting enterprises with the help of government intervention or increasing their innovation level, which is a negative indicator and suggests that the topic needs further detailed review.

CONCLUSIONS

The work described how the accounting reporting system in the Republic of Tajikistan operates for companies in the agricultural sector. In addition, it was shown what main forms of filling this reporting existed in the country

and what their features were. By analyzing these forms and the reporting structure in general, it was shown that such structure had its own disadvantages, which did not allow achieving a sufficiently high level of enterprises competitiveness in the agricultural sector in Tajikistan. In particular, they are not detailed enough for agricultural companies, as they do not have separate sections for considering the types of crops and animals available at the enterprises. Therefore, in the article, other reporting options were suggested for companies in the agricultural sector, which would better provide information to managers due to the greater abundance of data in them and not much greater complexity of their submission.

It was established that by improving the reporting level, it was indeed possible to improve the enterprises competitiveness level, which was very important for Tajikistan, given the long country's Soviet legacy and only emerging entrepreneurship institution. Particular attention is paid to the role of information to increase the competitiveness level of any enterprise, because managers should have a sufficient amount of reliable data to make informed decisions for the enterprise development. This is the role of high-quality submission of accounting, namely management, reporting. However, it is also important to pay attention to the needs of managers and take into account their reporting requirements. This makes the reporting process particularly complex and time-consuming, but important for increasing the competitiveness of all enterprises and the economy as a whole. Promising for future study is the development of possible methods for improving accounting records in Tajikistan to increase the efficiency of the country's enterprises.

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Підвищення рівня конкурентоспроможності за допомогою управлінської звітності на підприємствах аграрного сектору

Кобільджон Хушвахзода

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Анотація. У сучасних реаліях підприємства є основним суб'єктом функціонування економіки. Проте з часом їх роль змінилася, що призвело до змін у принципах ведення бухгалтерського обліку, які в цілому підвищили його значення для досягнення найкращих фінансових результатів діяльності підприємства. Отже, залишається актуальним розгляд сучасних особливостей ведення бухгалтерського обліку на підприємствах. У даній роботі аналіз проводиться на прикладі Республіки Таджикистан, що пояснюється як економічними особливостями розвитку країни, так і її соціалістичним минулим і відносно недовгою історією в рамках капіталістичного механізму держави. Крім того, аналіз в основному зосереджений на аграрному секторі через його значну роль у стратегічних та економічних планах розвитку країни. Метою роботи було оцінити поточний стан методів управлінської звітності в Таджикистані. Основним методом, використаним при написанні статті, був аналіз, з урахуванням кількості розглянутих джерел, використаних для формування висновків, моделювання, графічний та статистичний методи. У роботі описано основні особливості управлінської звітності для сільськогосподарських підприємств в Республіці Таджикистан. Аналіз структури та основних форм, що існують для звітності підприємств аграрного сектору, показав їх низьку ефективність. Це пов'язано з обсягом наданих даних, який є недостатнім для ефективного функціонування аграрного сектору. Доведено, що за рахунок внесення певних змін у методику складання бухгалтерської (управлінської) звітності та підвищення якості даних у ній можна підвищити рівень конкурентоспроможності підприємств. Тому в роботі запропоновано такі форми їх звітності, які могли б вирішити деякі існуючі проблеми. Робота надала нові знання про принципи фінансової звітності, а також проаналізувала особливості її складання в країні, тому її результати можуть бути використані на практиці фахівцями у відповідній галузі

Ключові слова: управління сільським господарством, рівень конкурентоспроможності, бухгалтерська звітність, підприємництво, економіка Таджикистану