EFFECT OF MANAGEMENT ACCOUNTING PRACTICES ON FINANCIAL PERFORMANCE OF MANUFACTURING COMPANIES IN RWANDA

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Abstract

Management accounting offers the best opportunity for firms to compete in the market in order to offer the best quality products and services at affordable prices to consumers. However, it is believed that there is an increase of problems of ineffective management accounting practices, products delayed, distorted, or too highly aggregated information that can easily undermine the efforts of companies with excellent research and development, production, and marketing activities. Rwanda is not exceptional, some industries are winding up due to ignoring management accounting practices in financial performance process, lack of better knowledge about management accounting and many industries are in trouble which leads to slow and negative growth of a number of industries' product hence poor financial performance. This study aimed at assessing the effects of management accounting practice on financial performance of Sulfo Rwanda and establishing the relationship between management accounting practices and financial performance. Both descriptive and correlative research designs were used whereby correlation and regression analyses were adopted to measure the magnitude independent variable was related to dependent variable. Purposive sampling technique was embraced by which the study focused on the departments whose day to day activities involved the study variables. Thus, 13 staff of Sulfo Rwanda working in production and finance departments were chosen. The findings revealed that among all accounting management practices of information for decision making was the most common and this was supported by 88% of the respondents. Concerning performance of Sulfo, ROE increased from 7.99% to 11.98% during three years due to improved accounting management. Correlation analysis discovered that the p value (0.002) was so less than alpha (5%) which is an indication that there is strong and positive relationship between accounting management practices and performance of manufacturing companies. Besides, from the regression analysis, it was revealed that holding cost analysis, budgeting, information for decision making and strategic analysis to a constant zero, financial performance of Sulfo would be 0.252, a signal of strong connection between the research variables. Based on results, it was recommended that there should be an awareness among firms on the importance of information for decision making practices; firms need not only to integrate ROE and ROA but also EPS. Finally, professionalism should be practiced in a bid to better management accounting.

Key words: Management Accounting, Performance, Manufacturing Companies, Rwanda

1. Introduction

From time immemorial, companies worldwide have been using management accounting techniques to assess not only their day to day operations but the strategic policies. These include budgeting, variance analysis and breakeven analysis (Alleyne, 2010). These methods help organizations to plan, direct and control operating costs and to achieve profitability. It is recognized that management accounting practices are important to the success of the organization (Katwe, 2015). However, some Rwandan industries tend not to achieve properly their objectives and goals, where many reasons are considered to be a threat to industries' objectives which translates to a problem that requires a quick solution.

According to Horngren (2015), management accounting is the application of appropriate techniques and concepts in processing the historical and projected economic data of an entity to assist management in establishing a plan for reasonable economic objectives and in the making of rational decisions with a view towards achieving these objectives. Managerial Accounting, or Management Accounting (MA), is a set of practices and techniques aimed at providing managers with financial information to help them make decisions and maintain effective control over corporate resources. These include the methods and concepts necessary for effective planning, decision making (choosing among alternative business actions) and controlling through the evaluation and interpretation of performance.

Competition in the trade industry may require the management to advance trade tactics and strategies that would direct an organization towards profit increment. This may be attained through decreased cost of production and operations and increased trading. MA avails schemes for both manufacturing and service industries (Abdel-Kader, 2018).

In Rwanda's case, accounting profession has grown tremendously with the adoption of International Financial Reporting Standards (IFRS) and International Accounting Standards (IAS) as accounting and auditing standards. Over the years, the challenge to keep costs down in order to keep better performance has been predominant in most companies and especially those listed on the Rwanda Development Boards (RDB) given the pressure from the shareholders for firms to post better performance. With the overall economic situation in Rwanda, investors are looking for companies that can create wealth for them hence companies which perform

poorly do not attract investors. Management accounting offers the best opportunity for firms to compete in the market in order to offer best quality products and services at affordable prices to consumers.

Most of the existing research literature on accounting in Rwanda manufacturing companies tends to be more biased toward the arm of financial accounting, information technology adoption as well as research in credit accessibility for manufacturing companies, more so only remote exists in regard to effects of management accounting practices on financial performance of manufacturing companies in Rwanda (Alleyne, 2010). Despite this previous research studies being vital, lack of management accounting practices for decision making and lack of technical skills are as much obstacles to developing manufacturing companies as is the inability to access credit (Adler, 2012).

There is an increase of problems of ineffective management accounting practices, products delayed, distorted, or too highly aggregated information that can easily undermine the efforts of companies with excellent research and development, production, and marketing activities. Rwanda industries are not achieving properly their

objectives and goals, where many reasons are considered to threatening industries' objectives: some of them are winding up due to ignoring management accounting practices in financial performance process, lack of better knowledge about management accounting and many industries are in trouble (Jonhson, 2015). Some of manufacturing industries' product grow slowly and others grow negatively and managers have a big challenge of developing management accounting practices on financial performance. The general objective of this study was to investigate the effect of management accounting practices on financial performance of manufacturing companies in Rwanda.

Specific objectives were:

1. To assess the management accounting practices undertaken by the Sulfo Rwanda Industries;
2. To evaluate the financial performance in Sulfo Rwanda Industries;
3. To find out the relationship between management accounting practices and financial performance of Sulfo Rwanda Industries.

2. Methods

The study focused on Sulfo Rwanda Industries as a case study because the

researcher was more interested in a deeper understanding of the problem other than generalizing the findings across the population. For the purpose of attainment of the study's objectives, two major research designs were adopted. The study applied both descriptive and correlative research design designs where descriptive statistics were used.

To note, through collection and analysis of the descriptive statistics, the researcher was able to assess the management accounting practices undertaken by the Sulfo Rwanda Industries and establishing whether there has been an improvement of the financial performance in Sulfo Rwanda Industries in line with the management accounting practices. In addition, correlative research design was used to measure the relationship between management accounting practices and financial performance of Sulfo Rwanda Industries using both correlation analysis and regression analysis.

The study's targeted population was thirteen (13) staff members of Sulfo Rwanda Industries Ltd working in two departments which included Finance and Production. Due to the fact that targeted the population wasn't too big; they were all included in the study as respondents. This study used purposive sampling technique which is non-probability sampling method whereby the information needed was collected. This technique was used because the study only focused on the staff from the departments whose day to day activities involved the company's MA practices and its financial performance.

Both primary and secondary data were used. Primary data was majorly got from questionnaires and interview whereby questionnaires were distributed to the sampled 13 employees of Sulfo Rwanda working in finance and production. The questionnaire included closed questions. In order to supplement the questionnaires, the managers from both departments were involved in a structured interview.

With the help of Statistical Package for Social Sciences (SPSS) version 16.0, the collected data were statistically analyzed and presented in form of tables to explain and answer the research questions.

3. Results and Discussion

This section presents the results of data analysis. Responses from Sulfo Rwanda industries (representing 80.4% as response rate) were used in the data analysis. The chapter presents the results on the effect of management accounting practices on

financial performance of manufacturing companies in Rwanda.

3.1 Respondents view on the Management Accounting Practices

The respondents were asked to rate the usage of cost analysis, budgeting, information for decision making, and strategic analysis practices for MA

i) Responses on the usage of Cost analysis practices

The respondents were asked to indicate the extent to which they agreed with statements concerning the usage of Cost analysis practices in their Company. The responses were placed on a five Likert scale ranging from 5 (always) to 1 (never). The results are in the table 1.

Table 1: Respondents views on usage of cost analysis practices

Statements	Always (5)	Very often (4)	Sometimes (3)	Rarely (2)	Never (1)	Total
Sulfo separates variable cost, incremental costs & fixed costs	.0%	.0%	23.1%	53.8%	23.1%	100.0%
Sulfo uses plant- wide overhead rate	23.1%	30.8%	38.5%	.0%	7.7%	100.0%
Department or multiple plant-wide overhead rates	.0%	15.4%	38.5%	46.2%	.0%	100.0%
Activity- based costing (ABC) is used at Sulfo	46.2%	30.8%	15.4%	7.7%	.0%	100.0%
Sulfo incurs target costs	38.5%	53.8%	7.7%	.0%	.0%	100.0%
The company incurs cost of quality	.0%	7.7%	15.4%	46.2%	30.8%	100.0%
It uses regression and /or learning curve techniques	15.4%	38.5%	38.5%	7.7%	.0%	100.0%

Source: Primary data, 2018

The study revealed in table 1 that 23.1% of the respondents sometimes use the separation of variable cost incremental costs& fixed costs, 53.8% rarely and 23.1% never use it.

15.4% of the respondents very often use plant-wide overhead rate, others which is 30.8% use it very often and 38.5 sometime use it, while 7.7% never use it. 15.1% of the

respondents very often use department or multiple plant-wide overhead rates, others 38.5% sometime use it and finally 46.2% they never use it. 46.2% of the respondents always use Activity- based costing (ABC), others of 30.8% very often use it, 15.4% use it sometime and 7.7% they rarely use it.38.5 of the respondents always use target costs while 53.8% very often use it and 7.7% they sometime use it. 15.4% of the respondents always use regression techniques and/or learning curve techniques, other 38.5% use it very often and 38.5% use it sometime, while 7.7% they rarely use it. From the overall mean of indication, costing systems were rated as highly used.

From the findings, it was leant that ABC was the commonest practice at Sulfo Industries Ltd and this was supported by the highest number of respondents represented by 46.2%. The results were in line with Arith (2014), ABC brings accuracy and reliability in product cost determination by focusing on cause and effect relationship in the cost incurrence. It recognizes that it is activities which cause costs, not products and it is product which consume activities.

ii) Responses on usage of budgeting practices

The respondents were asked to indicate the extent to which they agreed with statements concerning the usage of budgeting practices in their Company. The responses were placed on a five Likert scale ranging from 5 (always) to 1 (never). The results are as in the table 2.

Table 2: Respondents' views on the usage of budgeting practices

Statements	Always (5)	Very often (4)	Sometimes (3)	Rarely (2)	Never (1)	Total
Sulfo uses budgeting for long-term (strategic) plans	61.5%	.0%	.0%	.0%	38.5%	100%
Sulfo uses budgeting for controlling costs	53.8%	.0%	.0%	.0%	46.2%	100%
Sulfo uses activity- based budgeting	.0%	30.8%	46.2%	23.1%	.0%	100%
Sulfo uses budgeting with "what if analysis"	.0%	23.1%	46.2%	30.8%	.0%	100%
Sulfo uses flexible budgeting	23.1%	46.2%	30.8%	.0%	.0%	100%
Sulfo uses zero-based budgeting	.0%	.0%	46.2%	53.8%	.0%	100%
Sulfo uses budgeting for planning	46.2%	38.5%	.0%	.0%	15.4%	100%

Source: Primary data, 2018

The results in table 2 showed that all the budgeting practices were used in the company. According to the findings in the table 2, the largest number represented by 61.5% of the respondents stated that they always use Budgeting for long-term (strategic) plans and the rest 38.5% they used in very often. 46.2% of the respondents sometimes use Zero-based budgeting and other 53.8% rarely use zero based budgeting. 53.8% of the respondents always use Budgeting for controlling costs and the rest 46.2% they never use it. 23.1% of the respondents always use Flexible budgeting, other 46.2% they very often use it and finally the rest 30.8% they sometimes use it.

Based on the study findings, the largest number of the respondents which was represented by 61.5% of the respondents stated that the company always use budgeting for long-term (strategic) plans. Therefore, the study results are supported by Christopher. (2011), the major objective for budget practices is to make the best use of the company's available resources over the long term. Budgeting practices are simply one of the effective portion of the long term plan. The annual plan may be based on the long-

term plan. The annual budget should be consistent with the long-term goals of the business.

iii) Responses on the Information for Decision Making Practices

The respondents were asked to indicate the extent to which they agreed with statements. concerning the usage of information for decision making in Sulfo. The responses were placed on a five Likert scale ranging from 5 (always) to 1 (never). The results are as in the table 3.

Table 3: Respondents' views on Usage of Information for Decision Making Practices

Statements	Always (5)	Very often (4)	Sometime (3)	Rarely (2)	Never (1)	Total
Sulfo uses it in cost-volume-profit analysis for major products.	.0%	.0%	15.4%	69.2%	15.4%	100%
Sulfo uses it in product profitability analysis.	46.2%	30.8%	23.1%	.0%	.0%	100%
Sulfo uses it in customer profitability analysis.	30.8%	46.2%	23.1%	.0%	.0%	100%
Sulfo uses it in stock control models	61.5%	38.5%	.0%	.0%	.0%	100%
It helps in evaluation of major capital investment based on flow.	23.1%	46.2%	30.8%	.0%	.0%	100%
It helps in evaluation of major capital investments based on payback period.	.0%	23.1%	38.5%	38.5%	.0%	100%
It's used for the evaluation of major capital investments, non-financial aspects.	38.5%	46.2%	15.4%	.0%	.0%	100%
It's used in evaluating the risk of major capital investment projects by using profitability analysis.	7.7%	46.2%	30.8%	15.4%	.0%	100%
It's used in performing sensitivity analysis when evaluating major capital investments projects.	38.5%	61.5%	.0%	.0%	.0%	100%

Source: Primary data, 2018

The results in table 3 show that all the information for decision making were used in the company's MA practices; 23.1% of the respondents chose that the company always uses evaluation of major capital investment based on discounted cash flow method(s), 23.1% of the respondents asserted that Sulfo very often uses evaluation of major capital investments, non-financial aspects for the documented and reported, 30.8% of the respondents chose that company always uses customer profitability analysis, 46.2% of the respondents always use Product profitability analysis, 23.1% of the respondents very often use evaluation of major capital investments based on payback period and/ or accounting rate of return, 46.2% of the respondents very often use evaluating the risk of major capital investment projects by using profitability analysis or computer simulation, 61.5% of the respondents always use Stock control models, 38.5% of the respondents put it that company always uses performing sensitivity "what if" analysis when evaluating major capital investments projects while 15.4% of the respondents said sometime the Sulfo uses Cost-volume-profit analysis (break-even analysis) for major products.

Therefore, from the study, the most common kind of practice was that information for decision making practices help is stock control models which was supported by 61.5% of the respondents. Findings are in line with Horngren, (2015), every company, and most especially the manufacturing ones, involves decision making of various kinds. And the commonest reason is to ensure the stock of the company is well catered of. The decision making related to inventory control and the factors involved in it are vital for the company performance.

iv) responses on the usage of strategic analysis practices

The respondents were asked to indicate the extent to which they agreed with statements concerning the usage of strategic analysis practices in Sulfo. The responses were placed on a five Likert scale ranging from 5 (always) to 1 (never). The results are as in the Table 4.

Table 4: Respondents' views on the usage of strategic analysis practices

Statement	Always (5)	Very often (4)	Sometime (3)	Rarely (2)	Never (1)	Total
Sulfo uses long-range forecasting	38.5%	46.2%	15.4%	.0%	.0%	100%
Sulfo uses shareholder value.	.0%	23.1%	46.2%	30.8%	.0%	100%
Sulfo uses industry analysis.	38.5%	38.5%	23.1%	.0%	.0%	100%
Sulfo uses analysis of competitive position.	38.5%	46.2%	.0%	15.4%	.0%	100%
Sulfo uses value chain analysis.	7.7%	38.5%	23.1%	23.1%	7.7%	100%
Sulfo uses product life cycle analysis	38.5%	30.8%	30.8%	.0%	.0%	100%
There are possibilities of integration with suppliers in Sulfo.	7.7%	53.8%	15.4%	23.1%	.0%	100%
Sulfo uses it to analyze competitors strengths and weaknesses.	38.5%	23.1%	38.5%	.0%	.0%	100%

Source: Primary data, 2018

From the results in table 4, strategic analysis is used in the respondents, 38.5% of the respondents agreed that Sulfo always uses analysis of competitors' strengths and weaknesses while 46.2% of them very often use it and the remaining 15.2% they sometimes use the above analysis. The table also revealed that 7.7% of the respondents said that Sulfo always uses value chain analysis and 38.5% asserted that Sulfo very often uses it while 23.1% of the respondents use it sometimes and other 23.1%, they rarely use it while the remaining 7.7% of them never use it. The table shows that 23.1% of the respondents very often use Shareholder value and 46.2% also use it sometimes while other remaining which is 30.8% rarely use it.

Also, table 4 revealed that 38.5% of the respondents always use Product life cycle analysis while 30.8% of the respondents very often use and the other remaining, they use it sometimes which is represented by 30.8%. Finally, table showed that 7.7% of respondents always use the possibilities of integration with suppliers "and/or customers" value chains and 53.8% of them use it very often while 15.4% of the respondents showed that they sometimes use management accounting practices and finally the remaining respondents which is represented by 23.1% they rarely use it. That's indicated that Strategic Analysis was rated as highly used.

The study's findings are supported by Gerard (2012), the elements, which are interlinked, are strategic analysis, strategic decision, strategic choice and strategy implementation. Performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

3.2 Analysis of financial performance of Sulfo Rwanda

Manufacturing industries are devoted to producing high-quality products in the most economical and timely manner. Quality, economics, and time not only indicate the customer-satisfaction level, but also measure the manufacturing performance of a company.

i) Profitability analysis ratios of Sulfo Rwanda

In respect to financial ratios analysis of Sulfo Rwanda Ltd for the period of 2014 to 2016, table 5 presents' data as follows:

Table 5: Profitability of Sulfo Rwanda Industries from 2014 to 2016

Ratios	Formula	2016	2015	2014
GP	$\dfrac{GP}{Totalsales}*100$	$\dfrac{2,845,126,535}{13,525,796,385} \times 100 = \mathbf{21.04\%}$	$\dfrac{2,589,892,672}{13,003,373,173} \times 100 = \mathbf{19.92}$	$\dfrac{2,364,060,221}{12,032,356,080} \times 100 = \mathbf{19.65\%}$
NP	$\dfrac{NP}{Netsales}*100$	$\dfrac{362,437,268}{13,252,796,385} \times 100 = \mathbf{2.74\%}$	$\dfrac{309,750,211}{13,003,373,173} \times 100 = \mathbf{2.39\%}$	$\dfrac{208,769,825}{12,032,356,080} \times 100 = \mathbf{1.74}$
ROA	$\dfrac{NP}{TA}*100$	$\dfrac{362,437,268}{1,789,569,990} \times 100 = \mathbf{20.25\%}$	$\dfrac{309,750,211}{1,598,610,086} \times 100 = \mathbf{19.37\%}$	$\dfrac{208,769,825}{1,454,563,350} \times 100 = \mathbf{14.35}$
ROE	$\dfrac{NP}{SE}*100$	$\dfrac{362,437,268}{3,023,507,108} \times 100 = \mathbf{11.98\%}$	$\dfrac{309,750,211}{2,815,944,946} \times 100 = \mathbf{10.99\%}$	$\dfrac{208,769,825}{2,610,579,647} \times 100 = \mathbf{7.99\%}$

Source: Secondary data

As table number 5 indicated about the performance indicators of Sulfo Rwanda Industries and in particular the profitability of Sulfo, in 2014 gross profit margin were 19.65% while in 2015 GP margin were 19.92% and finally in 2016 GP were 21.04%, this is means that Sulfo performing well because the higher the ration, the better, as indicated by above table all these due to the contribution of accounting system. About the net profit margin which shows how much of each sales francs shows up as net income after all expenses are paid, in 2014 net profit margin were 1.74% while in 2015 were 2.39% and in 2016 NP were 2.74% this is the good job to the Sulfo Rwanda because it has increased year to year and this good performance of Sulfo were achieved due to the accounting system which were used effectively. i.e. all profitability ration has been increased since 2014 due to the effectiveness use of accounting system adopted by Sulfo Rwanda Industries.

According to Egide (2015), well-managed accounting management is crucial to the running of a healthy and successful and profitable business. Since it includes the entire process of analyzing business costs and operations to prepare internal financial report, records, and account to aid managers' decision making process in achieving business goals. It also includes uncovering the unplanned costs and unexpected expenses, an important part of top management in a company.

3.3 The relationship between management accounting and financial performance of Sulfo Rwanda

The study further applied regression and correlation analysis to determine the significance of the management accounting practices on financial performance of manufacturing companies in Rwanda, Sulfo Rwanda in particular.

i) Correlation analysis

Correlation analysis assisted the researcher to point out the relationship that falls between the study's independent variable and independent variable which are so important in this research to make reliable conclusions and suggestion at the end.

Table 6: Spearman test

Model		Variables	Management accounting	Financial performance
Spearman's rho	Accounting Management	Correlation Coefficient	1.000	.811**
		Sig. (2-tailed)	.	.002
		N	13	13
	Financial Performance	Correlation Coefficient	.811**	1.000
		Sig. (2-tailed)	.002	.
		N	13	13

**. Link is important at the degree of 0.01 (2-tailed).

As revealed by table 6, study findings show that management accounting contributes 81.1% of the performance of the manufacturing companies and besides, the p value (0.002) was found to be less than alpha (5%), an indication that there is strong and positive correlation between dependent variable and dependent variable. It clearly understood that all correlation coefficients express the strength of linkage between study variables. Therefore, from table 6, the Spearman's correlations discovered that accounting management contributes immensely to the performance of Rwandan manufacturing companies.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854ᵃ	.829	.661	.15183

a. Predictors: (Constant), Cost analysis, Budgeting, Information for decision making, Strategic analysis.

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable, from the findings in the table 7, the value of adjusted R squared was 0.729, an indication that there was variation

of 82.9% on financial performance of Sulfo due to changes in cost analysis, budgeting, information for decision making and strategic analysis. This shows that 72.9% changes in financial performance of Sulfo could be accounted by cost analysis, budgeting,

information for decision making and strategic analysis. A strong positive relationship between the study variables marked by R=0.854 is shown in table 7.

Table 8: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.991	4	.248	10.747	.000[a]
	Residual	.369	16	.023		
	Total	1.360	20			

a. Dependent Variable: Performance

b. Predictors: (Constant), Cost analysis, Budgeting, Information for decision making, Strategic analysis.

From table 8, ANOVA test shows a p-value of 0.000 less than alpha (5%), the significance level. This means the given data fit well with the multiple regression model. Decision may be based on the comparison of F-calculated (Fisher value) and F-tabulated. The calculated value was greater than the

critical value (10.747 >3.01) an indication that cost analysis, budgeting, information for decision making, strategic analysis significantly influence financial performance of Sulfo. The significance value was less than 0.05, an indication that the model was statistically significant.

Table 9: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.252	.863		.292	.774
	Cost analysis	.766	.132	.451	2.768	.014
	Budgeting	.612	.288	.461	2.821	.012
	Decision making	.889	.255	.212	1.527	.146
	Strategic analysis	.700	.482	-.237	-1.659	.117

a. Dependent Variable: Performance

From the data in table 9, the established regression equation was:

$$Y = 0.252 + 0.766X_1 + 0.612X_2 + 0.889X_3 + 0.700X_4$$

From regression equation, it was revealed that holding cost analysis, budgeting, information for decision making and strategic analysis to a constant zero, financial performance of Sulfo would be 0.252. Indeed, this constant called y-intercept is not realistic but it is a needed parameter in the model. Also, a unit increase in cost analysis would lead to increase in performance of Sulfo by a factor of 0.766, a unit increase in budgeting would lead to increase in performance of Sulfo by a factor of 0.612, a unit increase in information for decision making would lead to increase in performance of Sulfo by a factor of 0.889, and a unit increase in strategic analysis would lead to increase in performance of Sulfo by a factor of 0.700. The study also found that all the p-values were less than 0.05, this indicates that all the variables were statistically significant in influencing financial performance of Sulfo.

4. Conclusion and recommendation

The study concluded that Information for decision making practices is the most highly used management accounting practice amongst the manufacturing companies in Rwanda followed by Strategic Analysis, Budgeting, Performance Evaluation, Costing, Size and Leverage. The study further concluded that the most important elements of management accounting practices amongst the manufacturing companies in Rwanda are: The management accounting function identifies key factors that influence performance and risky areas that require improvements and Return on equity, ROE (Net income / Average Equity) has increased as a result of application of management accounting practices.

Study findings revealed that management accounting contributes 81.1% of the performance of the manufacturing companies and besides, the p value (0.002) was found to be less than alpha (5%), an indication that there is strong and positive correlation between dependent variable and dependent variable.

From the findings, the study recommends that to achieve a proper measure of financial performance, firms need not only to integrate Return on Equity, Return on Asset and Earnings per share as the measures for accounting but also other value based measures which have gained popularity in academic literature in last two decades.

For an efficient accounting ethical practice, it is the responsibility of the management accounting professionals to remain relevant in adding value to the companies for which they work and to their profession by keeping abreast of research findings in their area of responsibility.

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