The Effect of Executive Management Support and Cost Accountant Competency on CMS Design Effectiveness and Its Consequences: An Empirical Research of Manufacturing Business in Thailand*

Nattawut Tontiset
Mahasarakham University, Mahasarakham, Thailand

The objective of this research is to examine the antecedents and consequences of cost management systems (CMS) design effectiveness of manufacturing businesses in Thailand. The effect of CMS design effectiveness on cost information quality is investigated. Moreover, the effect of cost information quality on business success is investigated. Furthermore, executive management support and cost accountant competency are assumed to become the antecedents of CMS design effectiveness. Electronics manufacturing businesses in Thailand are samples of the research. A mail survey procedure via the questionnaire was used for data collection from accounting controllers. The results indicate that CMS design effectiveness has a positive significant effect on cost information quality. Moreover, cost information quality also has a positive significant effect on business success. Additionally, both executive management support and cost accountant competency have a positive significant effect on CMS design effectiveness.

Keywords: cost management system, cost information quality, business success, executive management support, cost accountant competency

Introduction

Currently, industry growth, competitive environment, and advancement in manufacturing technology have changed the economy and caused many businesses in manufacturing to dramatically change the way they operate. The changes in the business competition have profoundly affected cost management systems (Joachim, 2009). Thus, manufacturing business also implements cost management systems (CMS) for sustainable competitive advantage and business success (Cadez & Guilding, 2008). Cost management means that firms lay emphasis on cost information in order to reduce costs and improve the strategic position of a manufacturing business at the same time (Anand, 2004; Kumar & Nagpal, 2011).

Acknowledgments: The author would like to thank the Accounting Research Unit and Mahasarakham Business School, for research funding that supports the author’s attendance in the 29th Asian-Pacific Conference on International Accounting Issues in Kuala Lumpur, Malaysia.

* Corresponding author: Nattawut Tontiset, Ph.D. (Accounting), Assistant Professor of Accounting and Director of Bachelor Program in Accountancy, Mahasarakham Business School, Mahasarakham University. Email: Nattawut.t@acc.msu.ac.th.
Cost management provides cost information usefulness to develop strategic decision-making, sustainable competitive advantage crucial to operating more efficiently in fierce competitive environment (Foster & Swenson, 1997; Sulaiman, Ahamad, & Alwi, 2005). For example, cost management information has yielded most significant benefits useful for product decision such as pricing, value-adding or deleting, and outsourcing; helpful for product profitability analysis such as planning budgeting and making operational improvements (Lawson, Stratton, Hatch, & Desroches, 2009).

Nowadays, there is a lack of empirical evidence in cost management literature for investigating the relationship between antecedents and consequences of CMS design effectiveness (Baird, Harrison, & Reeve, 2007; Kumar & Nagpal, 2011). Therefore, it is necessary for academic researches to investigate and verify the relationship between antecedents and consequences of CMS design effectiveness. The main objectives of this research are as follows: (1) to examine the influences of CMS design effectiveness on cost information quality; (2) to examine the effect of cost information quality on business success; and (3) to investigate the effect of internal resources and capabilities including executive management support and cost accountant competency on CMS design effectiveness.

The paper is organized as follows: Sections 2 and 3 provide important extension on theoretical foundation and relevant literature of CMS design effectiveness in order to describe the research model and develop the related hypotheses for testing. Section 4 presents the research methodology. Section 5 details the research results and discussion. Finally, theoretical and managerial contributions, suggestions and directions for future research, and conclusions are presented in the last section.

**Theoretical Foundation**

The resource-based view (RBV) of the firm is applied to explain the antecedents of CMS design effectiveness. Internal resources and capabilities in this research include both executive management support and cost accountant competency which are set as the antecedents of CMS design effectiveness (Chenhall, 2004; Krumwiede & Suessmair, 2005; Krumwiede, 2008). The RBV emphasizes the firm-specific resources that are the sources of competitive advantage. The more valuable resources will create sustainable competitive advantage, and bring better firm performance (Barney, 1991; Russo & Fouts, 1997; Peppard & Ward, 2004). This research has developed the research model as shown in Figure 1 which builds on RBV and relevant literature as below.

![Figure 1. Model of antecedents and consequences of CMS design effectiveness.](image-url)
Literature Review and Hypothesis Development

CMS Design Effectiveness

For this research, CMS design effectiveness has three dimensions including appropriate cost system design, apply advanced CMS techniques, and always redesign cost system (Cadez & Guilding, 2008; Guan, Hansen, & Mowen, 2009; Kumar & Nagpal, 2011). CMS design effectiveness refers to business that attains the goal about cost management system design in several aspects, for instance, firm emphasizes the process of cost accounting system design, implementing new technology and computer-based system, and always redesign or update cost system (Nicolaou, 2002; Pizzini, 2006). Moreover, CMS design effectiveness can produce relevant and useful cost information that enhances decision-making, thereby leading to economic performance (Hayes, 1977; Ginzberge, 1980; Pizzini, 2006).

Antecedences of CMS Design Effectiveness

Internal resources and capabilities. Internal resources and capabilities can be used to conceive and implement their strategies for enhancing competitive advantage and business success (Porter, 1981; Barney, 1991). For this research, internal resources and capabilities focus on executive management support and cost accountant competency. These variables are proposed as the antecedences of CMS design effectiveness.

Executive management support. Executive management support refers to the support given by board of directors or CEOs to develop and implement new techniques and procedures (Foster & Swenson, 1997; Krumwiede, Suessmair, & MacDonald, 2007). Executive management support includes items relating to the sense of ownership which other departments have toward successful cost management (Maelah & Ibrahim, 2007). Prior researches indicated that executive management support is a major factor associated with CMS design effectiveness. For instance, Chenhall (2004), Baird et al. (2007), and Krumwiede (2008) also found that executive management support is a key factor affecting CMS design effectiveness. Hence, the hypothesis is proposed as follows:

Hypothesis 1: The higher the executive management support is, the more likely that the firms will gain greater CMS design effectiveness: (1) appropriate cost system designs; (2) apply advanced CMS techniques; and (3) always redesign cost system.

Cost accountant competency. Cost accountant competency refers to an accountant’s existing capacities that help predict competent performance in a certain job which encompasses knowledge, abilities, skills, experience, and personality of accountant (Kennedy & Dresser, 2005; Tontiset & Jirapan, 2011). Prior researches indicated that cost accountant competency has a significant impact on CMS design effectiveness. For instance, Foster and Swenson (1997) and Chenhall (2004) found that accountant competency has a significant positive influence on successful strategic cost management. Hence, the hypothesis is proposed as follows:

Hypothesis 2: The higher the cost accountant competency is, the more likely that the firms will gain greater CMS design effectiveness: (1) appropriate cost system designs; (2) apply advanced CMS techniques; and (3) always redesign cost system.
Consequence of CMS Design Effectiveness

CMS design effectiveness and cost information quality. Cost information quality means that firms emphasize the attribute of quality of cost data including accurate calculation cost, and complete cost data and report (Nicolaou, 2002; Dunk, 2004). Cost information quality implies that cost data are error-free, and the process of calculating product cost is reliable and complete (Lamminmaki & Drury, 2001; Dunk, 2004). Quality of cost information can support decision-making effectiveness such as product rationalization, developing new products, and acquisition decisions (Pizzini, 2006; Lawson et al., 2009). Furthermore, more accurate and complete cost information is important for practitioners, for example, assisting managers in understanding and decision-making effectiveness in order to enhance business success (Lamminmaki & Drury, 2001; Pizzini, 2006).

Hypothesis 3: The higher the CMS design effectiveness: (1) appropriate cost system design; (2) apply advanced CMS techniques; and (3) always redesign cost system is, the more likely that the firms will gain greater cost information quality.

Cost information quality and business success. Useful cost information enhances decision-making, thereby leading to economic performance (Hayes, 1977; Ginzberge, 1980; Pizzini, 2006). Moreover, cost information quality is associated with business success (Pizzini, 2006; Tontiset & Ussahawanitchakit, 2009). Hence, the hypothesis is proposed as follows:

Hypothesis 4: The higher the cost information quality is, the more likely that the firms will gain greater business success.

Research Methods

Sample and Data Collection Procedure

This research selected the electronics manufacturing businesses in Thailand as the sample because they have become increasingly important contributors to Thai economy, for example, these companies constitute 35% of Thailand’s total exports (Aung & Theingi, 2009). Brewer, Juras, and Brownlee (2003) also suggested that electronics manufacturing business will concentrate on CMS design success. Therefore, electronics manufacturing businesses in Thailand have been chosen as the population and a sample of this research. Accounting controllers or chief accountant officers are chosen as key participants because they have an important direct effect on cost management system in each firm. Furthermore, they are well suited to provide the details of cost management and other information needed for the tests (Cadez & Guilding, 2008). Thailand exporter’s directory database is used for identifying a number of electronics manufacturing business and companies’ addresses which are available from http://application.deptai.go.th/CenterPublic/thailand_export_directory.html. A mail survey procedure via the questionnaire was used for data collection and returned by the respondents directly to the researcher to ensure confidentiality.

All 824 electronics manufacturing firms were selected as the sample size. With regard to the questionnaire mailing, 82 questionnaires were undeliverable because some firms were no longer in business or had moved to unknown locations. Deducting the undeliverable from the list of database, the valid mailing was 742 questionnaires, from which 144 responses were received. The questionnaires were completed and returned and only 138 were usable. The effective response rate was approximately 18.59%.
Questionnaire Development and Variable Measurement

Questionnaire development. In this research, a questionnaire consists of six parts. Part one asks for personal information. Part two is for general information of electronics manufacturing businesses in Thailand. Parts three to five are related to evaluating each construct in the research model designed by a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Part three is the measurement of CMS design effectiveness including appropriate cost system design, apply advanced CMS techniques, and always redesign cost system. Part four is the consequences of CMS design effectiveness, including cost information quality and business success. Part five is the antecedents of CMS design effectiveness including executive management support and cost accountant competency. Finally, an open-ended question for accounting controller’s suggestions and opinions is included in part six.

For this research, two control variables are included to account for firm characteristics that may influence the hypothesized relationships which are firm age and size. Firm age is measured by the number of years that a firm has been in operation, and firm size is measured by total assets of the firm. Business success may be influenced by firm age and firm size because it may be able to achieve superior performance (Banker, Bardhan, & Chen, 2008; Tontiset & Ussahawanitchakit, 2009).

Reliability and validity. Factor analysis was firstly utilized to investigate the underlying relationships of a large number of items and to determine whether they can be reduced to a smaller set of factors. The factor analyses conducted were done separately on each set of the items representing a particular scale due to limited observations. With respect to the confirmatory factor analysis (CFA), this analysis has a high potential to inflate the component loadings based on a higher rule-of-thumb at a cut-off value of 0.40 (Hair, William, Barry, Rolph, & Roanld, 2006). All factor loadings are greater than the 0.40 cut-off and are statistically significant. The reliability of the measurements was evaluated by Crobach alpha coefficients at 0.81-0.97 which are greater than 0.70 (Hair et al., 2006). The scales of all measures appear to produce internally consistent results. Table 1 presents the results both factor loadings and Cronbach alpha for multiple-item scales. Therefore, this research expresses an accepted validity and reliability as shown in Table 1 below.

| Variables                      | Factor loadings | Cronbach alpha |
|-------------------------------|-----------------|----------------|
| Cost information quality (CIQ) | 0.74-0.93       | 0.85           |
| Appropriate cost system design (ACSD) | 0.91-0.93       | 0.91           |
| Apply advanced CMS techniques (AACMST) | 0.85-0.92       | 0.88           |
| Always redesign cost system (ARCS) | 0.83-0.92       | 0.81           |
| Business success (BS) | 0.78-0.90       | 0.90           |
| Executive management support (EMS) | 0.94-0.98       | 0.97           |
| Cost accountant competency (CAC) | 0.85-0.91       | 0.90           |

Statistic test. The relationship among control variable, antecedents and consequences of CMS design effectiveness was initially assessed using regression analysis (Frazier, Barron, & Tix, 2004). Thus, the models of the aforementioned relationships are shown as follows:

\[ ACSD = \alpha_1 + \beta_1EMS + \beta_2CAC + \beta_3FS + \beta_4FA + \varepsilon \]  

\[ AACMST = \alpha_2 + \beta_5EMS + \beta_6CAC + \beta_7FS + \beta_8FA + \varepsilon \]  

(Equation 1)  

(Equation 2)
\[
ARCS = \alpha_3 + \beta_5 EMS + \beta_{10} CAC + \beta_{11} FS + \beta_{12} FA + \epsilon \quad \text{(Equation 3)}
\]

\[
CIQ = \alpha_4 + \beta_5 ACSD + \beta_{12} AACMST + \beta_{13} ARCS + \beta_{16} FS + \beta_{17} FA + \epsilon \quad \text{(Equation 4)}
\]

\[
BS = \alpha_5 + \beta_{18} CIQ + \beta_{19} FS + \beta_{20} FA + \epsilon \quad \text{(Equation 5)}
\]

**Results and Discussion**

The descriptive statistics and correlation matrix for all variables are as shown in Table 2. Significance of the relationships between each independent variable is tested by variance inflation factor (VIF) technique. The results show that VIFs range from 1.03 to 5.62, well below the cut-off value of 10 recommended by Neter, Wasserman, and Kutner (1985), indicating that the independent variables are not correlated with each other. Thus, there are no substantial multicollinearity problems encountered in this research.

Table 2

**Descriptive Statistics and Correlation Matrix**

| Variables | BS  | ACSD | AACMST | ARCS | CIQ | EMS | CAC | FS  | FA  |
|-----------|-----|------|--------|------|-----|-----|-----|-----|-----|
| Mean      | 3.62| 4.12 | 3.97   | 4.00 | 3.80| 3.99| 3.81| 3.09| 3.87|
| SD        | 0.54| 0.67 | 0.69   | 0.68 | 0.63| 0.74| 0.56| 0.45| 0.36|
| **BS**    |     |      |        |      |     |     |     |     |     |
| **ACSD**  | 0.607** | |        |      |     |     |     |     |     |
| **AACMST**| 0.511** | 0.800** | |      |     |     |     |     |     |
| **ARCS**  | 0.571** | 0.755** | 0.871** | |      |     |     |     |     |
| **CIQ**   | 0.672** | 0.649** | 0.730** | 0.687** | |     |     |     |     |
| **EMS**   | 0.646** | 0.636** | 0.550** | 0.577** | 0.588** | |     |     |     |
| **CAC**   | 0.638** | 0.732** | 0.570** | 0.590** | 0.495** | 0.503** | |     |     |
| **FS**    | -0.339** | 0.004 | -0.044 | 0.061 | -0.150 | 0.058 | -0.035 | |     |
| **FA**    | -0.174 | -0.367** | -0.390** | -0.339** | -0.131 | -0.198 | -0.224* | 0.210* | |

*Note.* **: Correlation is significant at the 0.01 level (2-tailed); *: Correlation is significant at the 0.05 level (2-tailed).

Table 3 presents the results of OLS regression analysis of the antecedents of CMS design effectiveness (executive management support: Hypotheses 1a-c; cost accountant competency: Hypotheses 2a-c). The results show that executive management support has significant positive effects on all dimensions of CMS design effectiveness including appropriate cost system design (H1a, \( b_1 = 0.301, p < 0.01 \)), apply advanced CMS techniques (H1b, \( b_3 = 0.299, p < 0.01 \)) and always redesign cost system (H1c, \( b_5 = 0.329, p < 0.01 \)). The results indicate that executive management support is a major factor supporting CMS design effectiveness in terms of appropriate cost system design, apply advanced CMS techniques and always redesign cost system. Moreover, the result consistent with executive management can support CMS design effectiveness (Chenhall, 2004; Baird et al., 2007; Krumwiede, 2008). Thus, Hypotheses 1a-c are supported.

Table 3 also shows that cost accountant competency has significant positive effects on all dimensions of CMS design effectiveness including appropriate cost system design (H2a, \( b_2 = 0.629, p < 0.01 \)), apply advanced CMS techniques (H2b, \( b_6 = 0.431, p < 0.01 \)) and always redesign cost system (H2c, \( b_{10} = 0.448, p < 0.01 \)). The results indicate that cost accountant competency is a key factor for supporting CMS design effectiveness in terms of appropriate cost system design, apply advanced CMS techniques, and always redesign cost system. Moreover, the result consistent with cost accountant competency can support CMS design effectiveness (Foster & Swenson, 1997; Chenhall, 2004). Thus, Hypotheses 2a-c is supported.
### Table 3
**Results of OLS Regression Analysis**

| Independent variables                  | Dependent variables | \( ACSD \) | \( AACMST \) | \( ARCS \) |
|----------------------------------------|---------------------|------------|--------------|------------|
| Executive management support (EMS)     |                     | 0.301***   | 0.299***     | 0.329***   |
|                                        |                     | (0.053)    | (0.068)      | (0.067)    |
| Cost accountant competency (CAC)       |                     | 0.629***   | 0.431***     | 0.448***   |
|                                        |                     | (0.071)    | (0.090)      | (0.088)    |
| Firm size (FS)                         |                     | 0.057      | 0.001        | -0.046     |
|                                        |                     | (0.076)    | (0.097)      | (0.095)    |
| Firm age (FA)                          |                     | 0.358      | 0.471        | 0.339*     |
|                                        |                     | (0.099)    | (0.127)      | (0.124)    |
| Adjusted \( R^2 \)                     |                     | 0.655      | 0.459        | 0.472      |

*Note.* : \( p < 0.10 \), : \( p < 0.05 \), : \( p < 0.01 \); Beta coefficients with standard errors in parenthesis.

### Table 4
**Results of OLS Regression Analysis**

| Independent variables                  | Dependent variables | \( CIQ \) | \( BS \) |
|----------------------------------------|---------------------|-----------|---------|
| Appropriate cost system design (ACSD)  |                     | 0.194**   | 0.543***|
|                                        |                     | (0.087)   | (0.053) |
| Apply advanced CMS techniques (AACMST) |                     | 0.469***  | 0.278***|
|                                        |                     | (0.114)   | (0.074) |
| Always redesign cost system (ARCS)     |                     | 0.144     | 0.063   |
|                                        |                     | (0.105)   | (0.093) |
| Adjusted \( R^2 \)                     |                     | 0.595     | 0.500   |

*Note.* : \( p < 0.10 \), : \( p < 0.05 \), : \( p < 0.01 \); Beta coefficients with standard errors in parenthesis.

In Table 4, the results show the consequence of CMS design effectiveness including appropriate cost system design, apply advanced CMS techniques and always redesign cost system. The results reveal that CMS design effectiveness in dimensions of appropriate cost system design (H3a, \( b_{15} = 0.194, p < 0.05 \)) and apply advanced CMS techniques (H3b, \( b_{15} = 0.469, p < 0.01 \)) has a significant effect on cost information quality. However, CMS design effectiveness in dimension of always redesign cost system (H3c, \( b_{15} = 0.144, p > 0.05 \)) has an insignificant effect on cost information quality. Overall, the results indicate that CMS design effectiveness can support and provide information useful in making decision (Pizzini, 2006). Moreover, the result consistent with successful cost management system can support decision-making effectiveness (Chenhall, 2004; Maelah & Ibrahim, 2007; Lawson et al., 2009). Thus, Hypotheses 3a and 3b are supported while Hypothesis 3c is not supported.
Finally, in Table 4 it is also revealed that cost information quality ($H_4, b_{18} = 0.543, p < 0.01$) has a significant effect on business success. This result implies that cost information quality is primarily used to enhance decision-making, thereby leading to business performance (Hayes, 1977; Ginzberger, 1980; Pizzini, 2006). Thus, Hypothesis 4 is supported.

**Conclusion, Implications, and Limitations and Suggestions for Future Research**

Nowadays, there is a lack of empirical evidence in CMS literature for investigating the relationship between antecedents and consequences of CMS design effectiveness. Thus, this research investigates the effect of internal resources and capabilities including executive management support and cost accountant competency on CMS design effectiveness. Moreover, the effect of CMS design effectiveness on cost information quality is also examined. Finally, the effect of cost information quality on business success is also examined. Additionally, this research also puts forward the concept of RBV of the firm to help clearly understand this relationship. The electronics manufacturing businesses in Thailand were selected as a sample and data are collected from accounting controller using a questionnaire as an instrument. Finally, 138 mail questionnaires were usable. The results reveal that both executive management support and cost accountant competency have a significant positive influence on CMS design effectiveness. Moreover, CMS design effectiveness has a significant positive influence on cost information quality. Furthermore, cost information quality also has a significant positive influence on business success. Additionally, this research also provides both theoretical and managerial contributions to expansion on previous knowledge and literature in cost management systems.

**Theoretical Implications**

The objective of this research is to gain a vivid understanding of the relationship between CMS design effectiveness and its consequence. This research provides important expansion on previous knowledge and relevant literature of cost management systems. It applies the RBV of the firm and relevant literature, which is used to explain both the antecedents and consequences of CMS design effectiveness. Moreover, this research focuses on the dimensions of CMS design effectiveness including appropriate cost system design, apply advanced CMS techniques, and always redesign cost system that can enhance cost information quality and business success. In addition, this research integrates the internal resources and capabilities including executive management support and cost accountant competency which have an effect on CMS design effectiveness.

**Managerial Implications**

Another implication now exists for chief executive officer and manager of manufacturing firms. This research helps managers identify and justify the key components of CMS design effectiveness that may help business success in the long term. Managers should effectively manage and utilize the components of CMS design effectiveness to sustain and succeed in the long term. In the challenge of cost management system implementation, managers should implement advanced cost accounting techniques and a computer-based system providing the important cost information for decision-making. They should also plan to expand their cost management implementation to continuously maintain and increase the levels of competitive advantage and business success.
Limitations and Suggestions for Future Research

According to the results, constructs of this research are developed and measured by using only prior research. Thus, the future research should explore the scale by different approaches such as in-depth interview or focus group discussion, in order to fully understand the construct. Moreover, this research uses only questionnaire for collecting data. As a result, future research may develop longitudinal data and/or mixed methods designed to observe both antecedents and consequences of CMS design effectiveness. Finally, the results of this research are derived from one sample industry in Thailand. Therefore, future research may collect data from a larger population in another manufacturing or to other countries and/or a comparative population in order to widen the perspective and generalization.

References

Anand, M. (2004). A review of research on the theory and practice of cost management. South Asian Journal of Management, 11(1), 59-95.

Aung, K. N., & Theingi, H. (2009). A performance analysis of wholly owned subsidiaries and joint ventures: Electrical and electronic industry in Thailand. International Journal of Business Studies, 17(1), 107-125.

Baird, K., Harrison, G., & Reeve, R. (2007). Success of activity management practices: The influence of organizational and cultural factors. Accounting and Finance, 47(1), 47-67.

Banker, R. D., Bardhan, I. R., & Chen, T. Y. (2008). The role of manufacturing practices in mediating the impact of activity-based costing on plant performance. Accounting, Organizations and Society, 33, 1-19.

Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99-120.

Brewer, P. C., Jurus, P. E., & Brownlee II., E. R. (2003). Global electronics, Inc.: ABC implementation and the change management process. Issues in Accounting Education, 18(1), 49-69.

Cadez, S., & Guilding, C. (2008). An exploratory investigation of an integrated contingency model of strategic management accounting. Accounting, Organizations and Society, 33(7-8), 836-863.

Chenhall, R. H. (2004). The role of cognitive and affective conflict in early implementation of activity-based cost management. Behavioral Research in Accounting, 16(1), 19-44.

Dunk, A. S. (2004). Product life cycle cost analysis: The impact of customer profiling, competitive advantage, and quality of IS information. Management Accounting Research, 15(4), 401-414.

Frazier, P. A., Barron, K. E., & Tix, A. P. (2004). Testing moderator and mediator effects in counseling psychology research. Journal of Management Accounting Research, 9, 109-141.

Ginzberg, E. (1980). An organizational contingencies view of accounting and information systems implementation. Accounting, Organizations and Society, 5(6), 369-382.

Guan, L., Hansen, D. R., & Mowen, M. M. (2009). Cost management: Accounting and control (6th ed.). South-Western College Pub.

Hair, J. F., William, B. C., Barry, B. J., Rolph, A. E., & Roanld, T. L. (2006). Multivariate data analysis. New York, NY: Pearson Education International.

Hayes, D. (1977). The contingency theory of management accounting. The Accounting Review, 52(1), 22-39.

Joachim, A. (2009). Costing for success. CIMA Update, September, 69.

Kennedy, P. W., & Dresser, S. G. (2005). Creating a competency-based workplace. Benefits and Compensation Digest, 42(2), 20-23.

Krumwiede, K. R. (2008). A closer look at German cost accounting methods. Management Accounting Quarterly, 10(1), 1-14.

Krumwiede, K. R., & Suessmair, A. (2005). Factors affecting the adoption, infusion, and perceived success of German cost accounting methods.

Krumwiede, K. R., Suessmair, A., & MacDonald, J. (2007). An exploratory study of the factors affecting the implementation success of German cost accounting methods. Retrieved from http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1003833
Kumar, A., & Nagpal, S. (2011). Strategic cost management – Suggested framework for 21st century. *Journal of Business and Retail Management Research, 5*(2), 118-130.

Lamminmaki, D., & Drury, C. (2001). A comparison of New Zealand and British product-costing practices. *The International Journal of Accounting, 36*(3), 329-347.

Lawson, R., Stratton, W., Hatch, T., & Desroches, D. (2009). Best practices in cost and profitability systems. *Cost Management, September*, 13-19.

Maelah, R., & Ibrahim, D. N. (2007). Factors influencing activity based costing (ABC) adoption in manufacturing industry. *Investment Management and Financial Innovation, 4*(2), 113-124.

Neter, J., Wasserman, W., & Kutner, M. H. (1985). *Applied linear statistical models: Regression, analysis of variance, and experimental design* (2nd ed.). Homewood: Richard D. Irwin, Inc.

Nicolaou, A. I. (2002). Adoption of just-in-time and electronic data interchange systems and perceptions of cost management systems effectiveness. *International Journal of Accounting Information Systems, 3*(1), 35-62.

Peppard, J., & Ward, J. (2004). Beyond strategic information systems: Towards an IS capability. *Journal of Strategic Information System, 13*(2), 167-194.

Pizzini, M. J. (2006). The relation between cost-system design, managers’ evaluations of the relevance and usefulness of cost data, and financial performance: An empirical study of US hospitals. *Accounting, Organizations and Society, 31*(2), 179-210.

Porter, M. E. (1981). The contributions of industrial organization to strategic management. *Academy of Management Journal, 6*(4), 609-620.

Russo, M. V., & Fouts, P. A. (1997). A resource-based perspective on corporate environmental performance and profitability. *Academy of Management Journal, 40*(3), 534-559.

Sulaiman, M., Ahamad, N. N. N., & Alwi, N. M. (2005). Is standard costing obsolete? Empirical evidence from Malaysia. *Managerial Auditing Journal, 20*(2), 109-124.

Tontiset, N., & Jirapan, C. (2011). Successful budgeting application of Thai-listed firms: An empirical research of its antecedents and consequences. *International Journal of Business Strategy, 10*(3), 145-163.

Tontiset, T., & Usahawanitchakit, P. (2009). Effect of cost management effectiveness on cost information usefulness, corporate competitiveness, and firm success: An empirical study of Thai manufacturing firms. *Journal of Academy of Business and Economics, 9*(2), 91-102.