



Applying accounting management for hotels: Empirical evidence in Da Nang city, Vietnam

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Abstract

The purpose of this study is to determine the influence of factors on the application of management accounting for hotel business enterprises in the city of Da Nang in Vietnam. The results show that the following factors are arranged in a descending manner in terms of the degree to which management accounting is used: (1) Legal provisions; (2) Organizational structure of the enterprise; (3) Accounting staff qualifications; (4) Competitive pressure; (5) Firm size and (6) Facilities. The results of this study may help city managers, as well as hotel managers to make appropriate policies in the application of management accounting in businesses as this is a critically important aspect that will boost sustainability and efficiency.

Keywords: management accounting, hotel, Da Nang, efficiency, sustainability.

Introduction

According to the report of the Department of Tourism of Da Nang City in Vietnam, it is estimated that by the end of the first 6 months of 2019, the city had 820 tourist accommodation establishments with 37,432 rooms, an increase of 100 establishments, or 5,901 rooms, compared to the same period. 2018; This was also three times higher than in 2011. On average, Danang City has increased by nearly 100 accommodation establishments with approximately 6,000 rooms. Among them, the number of hotels from 1-3 stars is overwhelming. According to the statistics of the Danang Tourism Promotion Center, among 800 accommodation establishments in Danang, as of the beginning of June 2019, there were nearly 650 1-3 star hotels and the like. While there are also 4-5-star hotels and the equivalent of just over 80 facilities, the rest are high-class resort villas, villas - standard apartments, camping grounds - motels with standard rooms for rent. Because of the crisis of oversupply of hotels, the average room occupancy in the first six months of 2019 in Da Nang was estimated at only 50%, particularly the 4-5 star hotel block which was estimated at 60%.

According to a recent report by DKRA Vietnam Joint Stock Company, from 2016 up to now, Da Nang City has about 16 apartment projects launched for sale, providing 7,291



apartments and 99% sales rate (7,205) base). In particular, Son Tra district leads the whole city supply. With the number of domestic and international tourists increasing steadily each year, Danang City is now an attractive and prominent resort destination in the Central region. While the supply of sea villas soared from before 2015, from 2016 until now, the Da Nang market has not recorded new projects. In the condotel segment (hotel apartments), in just 3 years (from 2016 to now), Da Nang has about 9,890 condotels from 12 projects launched to the market, the consumption reaches 75% of the supply, with 7,418 units. However, from mid-2018 to June 2019, consumption declined significantly.

These figures are partly affected by the failure to make forecasts of macro-policy managers as well as hotel business investors in the area. This is the result of slow changes, applying management accounting in making forecasts in the near future, as well as cutting costs for these businesses. Management accounting has a key role and dominates all business activities of the enterprise. Based on the information that management accounting provides, managers make appropriate business decisions in the short and long term to ensure the existence and sustainable development of businesses in the market economy. Many studies show that in the process of operating a hotel business, managers must exchange updated accounting information. They cannot make decisions without needed accounting information. Moreover, to help the hotels operate effectively, the managers also need accounting information to be complete, timely and accurate in order to well perform their administrative functions and activities. As such, management accounting has a key role to play and dominates the entire business operations of the hotels. Based on the information of management accounting provided, managers make appropriate business decisions in the short and long term to ensure the existence and sustainable development of hotels in the economy.

Background theory and hypothesis

Hypothesis H1: Competitive pressure has a positive impact on the use of accounting management in the hotel business (+)

As mentioned above, more and more hotels are opening in Da Nang city, this leads to increasingly competitive service prices, increasingly demanding quality of service, safety and security. In order to survive and thrive in a highly competitive market, hotels must pay attention to cost management, increase revenue efficiency, to achieve those goals managers need information. Support in decision-making is needed. The management accounting system plays an important role in providing information to support administrators in the decision-making process when for example they want to improve the productivity of labour in the hotel, the quality of accompanying services including restaurants, spas, souvenir services, etc. and seek to minimize business costs such as labour costs, electricity, water etc. This forces hotels to adopt new management accounting techniques (Kaplan, 1983). Therefore, the relationship between competition pressure in the market and the application of management accounting in businesses has been an interest area of many researchers.

Research by Bruns and Kaplan (1991), Luther and Longden (2001), Halma and Laats (2002), Ahmad (2012), Doan (2012), Karanja et al (2013), Sulaiman et al. (2015), and Kariuki (2016) all show that increasing competition between enterprises led businesses to use resources and make decisions more effectively, thereby making creating an increase in the demand for information for corporate governance. Therefore, management accounting methods are applied by businesses to meet this demand, and some research results also show that competitiveness in the market has a positive impact on the application of



management accounting of enterprises of (Libby & Waterhouse, 1996; Granlund & Lukka, 1998; Al-Omiri & Drury, 2007; Sulaiman, 2015).

Hypothesis H2 Firm size has a positive impact on the use of accounting management in hotel businesses (+)

Business size also has a significant impact on the process of applying accounting management of the business. For an enterprise with a small operation scale and narrow geographical area, it is necessary to pay attention to the organization of intensive management accounting according to specific product groups and management departments when designing management plans. However, in the scale of a large enterprise, there are many member companies, the organization of management accounting should thus be distributed according to geographical areas and areas to manage costs more effectively. This factor will affect the management accounting model of businesses in the field of tourism and restaurant as well as hotel businesses in Da Nang city in building management apparatus, accounting apparatus, organization and human resources, reporting system, and a management responsibility.

Business size is a factor that many authors mention when studying the influence of factors on the application of management accounting. The work of Pierce and O'Dea (1998), Haldma and Laats (2002), Szychta (2002), Abdel-Kader and Luther (2006), Abdel-Kader et al (2008), Alattar et al. (2009), Pollanen and Abdel-Maksoud (2010), Ahmad (2012), Doan (2012), Albu et al (2012), and also Karanja et al (2013) all considered enterprise size as an important factor affecting the application of management accounting practices. In large-scale enterprises, managers often need more management information as well as financial resources to apply management accounting and vice versa. In developed countries, the use of cost-based accounting is often associated with firm size characteristics (Chenhall & Langfield-Smith, 1998); Large companies often value management accounting information (Hoque, 2000). Research results of Pierce and O'Dea (1998) show that large-scale enterprises have a higher level of management accounting application than small businesses. Bruns and Waterhouse (1975) and Merchant (1981) both point out that business size is an important factor affecting the enterprise's accounting and management system, especially the cost control and accounting system. Merchant said that the system of controlling revenues and expenses by estimation in large enterprises is better than that of small businesses. According to the research of Abdel-Kader and Luther (2008), large enterprises with more resources will easily access and apply management accounting. Abdel-Kader (2008) has similar results to Otley (1995) and Haldma and Laats (2002). Al-Omiri and Drury (2007) also concluded that firm size has a significant influence on the application of cost-performance method in enterprises.

Hypothesis H3: The organizational structure has a positive impact on the use of accounting management in the hotel business (+)

Managers need to have proper awareness about the role of management accounting information systems. Managers need to be aware of the position and role of management accounting, especially in the current competitive and integration conditions. However, current managers do not really trust the accounting information provided by accountants. The decision of a manager is mainly based on experience and on their relationships with others. The general psychology for the managers is that the responsibility of management accounting information is to meet the requirements of the tax authorities and financial institutions so that the enterprises can "settle down" to do business. They have not yet realized the crucial role of accounting information in decision-making.



Therefore, it is necessary to have information channels to help managers to be more aware of the role of management accounting. Managers must really be the ones who direct and issue requirements for management accounting, in setting up and building accounting information systems to serve business management requirements. When they properly aware and have a position in the business, the manager will not hesitate to make a decision to invest worthy resources to be able to apply aspects effectively in the business. Situation, accounting management, cost management in enterprises in the field of hotel business in Da Nang city has not fully promoted the functions and role of internal accounting, and not focused on management accounting information in general, and especially in management accounting in the decision-making process. Managers do not have to rely on management accounting as a basis for making decisions. Therefore, this principle will help managers in these companies see the importance of management accounting and management accounting, helping businesses to be confident in making decisions affecting their existence and the further development of the business

Proportion of ownership of professional members

Pollanen (2010) found that the ownership ratio of professional members is contrary to the extent to which management accounting is applied. Explaining this phenomenon, Pollanen (2010) said that the high level of management expertise has reduced the role of management accounting, thus, negatively affecting the application of management accounting in the enterprises (Pollanen, 2010). In addition to Pollanen (2010), Pierce and O'Dea (1998), Wu, Boateng and Drury (2007), Sulaiman et al. (2015), Ahmad, K. (2012), Doan (2012), and Ahmad, K. et al (2015), also mentioned the ownership and ownership ratio of parties in the enterprise.

Decentralization

Chenhall and Morris (1986) defined decentralization as the degree of autonomy to subordinate administrators. Decentralization gives administrators at different levels a greater responsibility in planning, controlling activities and access to information (Chenhall, 1986). Decentralization in enterprises is reflected in the decentralization by senior management to subordinates and these subordinates are responsible for decision making as well as operating results within their responsibility. Decentralization in enterprises is the basis for forming a responsible accounting system in enterprises.

The responsibility center in businesses is based on the rights and responsibilities of the head administrator of the center. Administrators are assessed and rewarded based on the performance of the centers they control. The research results of Chenhall and Morris (1986), Libby (1996), Williams and Seaman (2001), Soobaroyen and Poorundersing (2008) all show that to evaluate the performance of responsibility centers, the content and management accounting techniques such as cost estimation, department reporting, performance evaluation criteria of responsible centers should be applied. As such, decentralization is a factor that motivates administrators to effectively use resources to control and provide timely information for effective planning, control, evaluation and decision-making.

The interest of the administrator to management accounting

Administrators are the people who directly use management accounting information to make decisions, so the demand for information use by administrators has an important influence on the application of management accounting in businesses. In addition to information needs, the support of managers in accessing new management accounting techniques and applying them to the business is also a positive factor affecting the application of



management accounting in the enterprise. Research results of Shields (1998), Brown (2004), Sulaiman et al (2003), Abdel-Kader (2008), Abdel-Kader and Luther (2008), Pollanen and Abdel-Maksoud (2010), Karanja et al (2013), Sulaiman et al (2015), and also Halbouni et al. (2015), show that the interest of managers has a significant influence on the extent to which corporate governance practices are applied.

Hypothesis H4: Facilities have a positive impact on the use of accounting management in enterprises (+)

Facilities are also a factor affecting the practice of an organizational accounting management system in businesses. Management and accounting work must be processed and converted into useful information. The process of information processing requires a combination of complex technical methods and this is due to the facilities with computer systems and information processing software, and it is essential in the organization of accounting information systems. Besides, the level of knowledge and working skills of management accounting staff has a significant impact on the quality of the management accounting information system. This team is required to have a deep understanding of the organization of the production and business activities of the enterprise, and must be creative, flexible, and able to work in groups and coordinate with employees in the departments and other functional parts of the business. Management accounting staff are usually highly qualified, capable of analyzing situations, analyzing reports, and forecasting to help provide accurate and timely information for administrators to make decisions. In the era of science and technology boom, information technology has a strong influence and impact on all aspects of social life.

The impact of information technology on management accounting is not an exception. Studies by Efendi et al. (2006), Granlund and Mouritsen (2003), Lippolis and Romanazzi (2005), O 'Mahony and Doran (2008) show that information technology has a strong influence on the accounting system and thus management accounting and the application of management accounting in businesses is vital. The application of information technology and computers to management accounting makes information provided more timely, relevant and useful (Abdel-Kader, 2006). Research by Halbouni (2014) also shows that 71.5% of respondents believe that information technology has a strong influence on the change of management accounting.

The scientific level of application in business management: if an enterprise is equipped with accounting software and modern equipment for accounting work, the collection of cost accounting information is also faster, as are encryption of managed objects, and encrypted cost accounting accounts. The reality shows that, in order to have effective management software, businesses have to spend a large amount of resources and need a knowledgeable and qualified workforce to operate it. However, most Vietnamese businesses are small and medium-sized enterprises and in general, businesses in the field of tourism - restaurants - hotels have many businesses and many fluctuations in operation, so human resources and facilities are also very limited. This is also one of the causes affecting the management accounting information system in enterprises which are difficult to organize and develop.

Derived from the characteristics of the management accounting information system is the flexibility, timeliness, the need to apply information technology, equipped with modern technical means to receive, process and provide fast, accurate information. Accounting software not only aims to collect and process information according to the law but also needs to focus on analysing and evaluating the performance of the business. It is necessary to quickly deploy the ERP system into enterprises, in order to maximize the applicability of



information technology in corporate governance. In fact, in the business of tourism - restaurant - hotel business in Da Nang city, there is no software on application of management accounting in general and management accounting in particular. Enterprises are currently using excel computer software to make reports on planning and reporting on simple accounting implementation. The data does not have a connection between financial accounting and management accounting, but they exist in a single form. Responsibility reports have not been prepared to assess the management responsibilities of each individual and the collective to see the leadership role of the manager.

Hypothesis H5: Accounting staff qualifications has a positive impact on the use of accounting management in hotel businesses (+)

In the environment of globalization and especially the industrial revolution 4.0, with the strong development of science and technology and the explosion of information technology, knowledge has a strong influence on the rate of success of (Yang et al., 2006; Mpofu & Nicolaidis, 2019). Management accounting staff must regularly update themselves the latest digital technology changes, and then thoroughly apply and combine with information technology elements in the enterprise to design systems, build and implement an appropriate cost accounting system to assist administrators in decision-making (Kaplan, 1995). Wu and Boateng (2010) discovered the relationship between the qualifications of accountants and the change of the management accounting system (Wu, 2010). However, Halbouni (2014) in his research results did not find a relationship between the qualifications of accountants and the change of the management accounting system. In a competitive environment, Management Accounting increasingly plays an important role in assisting managers to make effective decisions.

Strengthening the management accounting system in enterprises to support the information for managers to make decisions is a necessary condition for the effective use of resources, thereby improving the competitive position of enterprises. enterprise. The capacity of management accounting personnel is limited. Accounting management organization in the business is essential, but the cost and benefits must be considered. Therefore, when applying management accounting, businesses should consider suitability according to the size of their operations.

Currently, the implementation of financial accounting activities of enterprises such as calculating the cost of products and services, determining business results has accounted for most of the time of the accountants. From this fact, the question arises that if the accounting organization manages, who will be in charge of this job under limited human resources. Therefore, the study of the effect of random factors on the application of management accounting in enterprises must have appropriate impact policies to help the accounting management system in the enterprises to be complete. It becomes an urgent requirement and tasks are required in the current period.

Hypothesis H6: Legal regulations have a positive impact on the use of accounting management in hotel businesses (+)

This is a hypothesis that the author built on the team's point of view after interviewing experts in the field of hotel and restaurant business, as well as macroeconomic policy managers about business enterprises and hotel and restaurant businesses in the city of Da Nang. Each policy of economic and financial management mechanism of the State and industry indirectly affects the accounting in general and cost management accounting in particular at the enterprise. According to the author of the survey of hotel business



enterprises in Da Nang city, the typical law policies of the State are tax policies (import duties related to the purchase value of raw materials).

Data input, corporate income tax related to the reporting of performance results compared to the implementation plan) greatly affect the management and accounting reporting system of the enterprise. Regulations on management accounting have not been issued. Implementing this Decree, the Ministry of Finance issued Circular No. 152/2011 / TT-BTC dated 11/11/2011 guiding the implementation of Decree No. 67/2011 / ND-CP; Circular No. 159/2012 / TT-BTC dated September 28, 2012 amending and supplementing Circular No. 152/2011 / TT-BTC. In general, the above provisions are not directly related to the application of accounting management in businesses, especially restaurant and hotel businesses.

For the type of school and hotel business services, costs related to the environment include energy costs, water costs, waste management costs, waste management costs, chemical management costs, costs related to the procurement processes. However, up to the present time, the regulations on the current accounting regime do not have documents guiding businesses in the extraction and tracking expenses related to environmental protection and do not have an account to track these expenses. Therefore, businesses are very confused to collect information, identify costs and benefits related to the environment and do not know how to account accordingly.

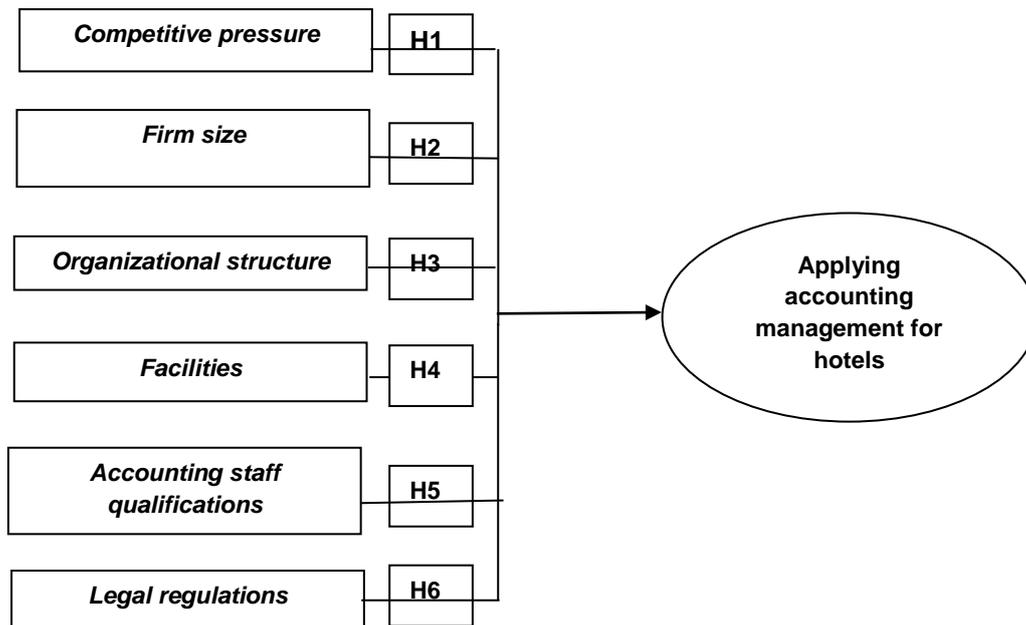
Need to create a healthy competitive environment, so that businesses in the field of tourism - restaurant - hotel business in Da Nang city in particular, can confidently make business decisions based on real potentials. The company itself and the support of the management accounting information system are critical. Only when the economic performance of each enterprise depends mainly on the business and production decisions of the accounting management itself, then will the administrator see the true value of the information provided by the accounting manager is in essence the basis for their decisions. At the same time, the government and the authorities need to have programs to support businesses to access the model of management accounting information system that has been successfully applied in the world, to gain experience and draw out necessary lessons that can be applied to a business.

Financial policies, regulations and state management: accounting Law, accounting standards, circulars and decrees. Building a legal corridor is necessary because it helps administrators have an appropriate orientation in building an accounting system, especially management accounting to provide accounting information. Any business in the territory of Vietnam must comply with the provisions of the law on taxes, accounting, etc. Therefore, the tourism - restaurant - hotel industry wants to survive and develop as well. This must be affected by government regulations which support this notion. At the same time, businesses desperately need the state's support in such areas as human resource training, research and development, management accounting development, so that management accounting is an indispensable content in the system enterprise accounting system.

Research Methods

This study inherited and supplements data from previous studies in 06 core factors affecting the application of management accounting in hotels, including: (1) pressure of competition, (2) scale (3) organizational structure, (4) facilities, (5) qualifications for accountants and (6) legal requirements. In which, the factor of legal regulation is the factor that the author used the method of expert interviews to put in the model to test the hypothesis H6. The research model is shown in Figure 1.

Figure 1. Proposed research model Source: Author synthesis



The number of questionnaires issued was 165, collecting 150 questionnaires as prescribed, eliminating 15 invalid questionnaires. In particular, the chief accountant or the accountant in the hotel is the main object of the survey.

Table 1. Results of reliability analysis of variable groups by Cronbach'Alpha coefficient

No	Group variables	Number of observation variables	Cronbach's Alpha
1	Competitive pressure	4	0.909
2	Firm size	5	0.876
3	Organizational structure	5	0.908
4	Facilities	4	0.753
5	Accounting staff qualifications	4	0.744
6	Legal regulations	4	0.808
7	Applying accounting management for hotels	5	0.867

Source: Author synthesis

Based on the analysis results of Cronbach Alpha coefficients, we see that the six components of the evaluation of factors affecting the application of management accounting in hotels and dependent variables all have greater reliability than 0, 6 recommended threads to use. This shows that the scale was built significantly in statistics and reached the necessary confidence coefficients. Should be further included in the EFA discovery factor analysis.

Table 2. KMO Coefficients and Bartlett's Test of Independent Factors

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.854
Bartlett's Test of Sphericity	Approx. Chi-Square	2298.186
	Df	300
	Sig.	.000

Source: SPSS software 20.0



Based on Table 2, a KMO value of 0.864 > 0.5 and a Bart value of Bartlett's test of 0.000 < 0.05 indicate that the variables are correlated with each other, so the model is suitable for inclusion in discovery factor analysis. The extraction method in factor analysis requires that the Eigenvalue extract values be greater than 1 to be retained in the analytical model. The 6 extracted factors have an Eigenvalue value greater than 1 and the stopping point when extracting the elements at the 6th factor having the Eigenvalue is 1,811 > 1. The total extracted variance of 6 factors equals 70,851% > 50% of this. It shows that the ability to use these 6 components explains 70.851% of the variability of observed variables.

Factor analysis reveals EFA factor applying accounting management

The results of the EFA discovery factor analysis with KMO of the dependent variable is 0.788 > 0.5 and Bartlett's test has a sig of 0.000 < 0.05, so it is possible to confirm the appropriate data for factor analysis. (Table 3)

Table 3. KMO Coefficients and Bartlett's Test of Choice Factors

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.788
Bartlett's Test of Sphericity	Approx. Chi-Square	2505.145
	Df	435
	Sig.	.000

Source: SPSS software 20.0

The analysis extracted from five variables evaluating the response into a major factor with Eigenvalue equal to 2,753 and the total variance extracted was 68,836% > 50%. After extracting the factors from factor analysis, we conducted a regression analysis to identify factors affecting the application of management accounting for hotels. Regression analysis was performed with six independent factors: competition pressure; firm size; organizational structure; facilities; accounting staff qualifications and legal regulations. The value of each factor used to run the regression is the average of the observed variables of that factor.

The multivariate linear regression equation of this study has the form:

Overall regression function:

$$KTQT = \beta_0 + \beta_1 ALCT + \beta_2 QMDN + \beta_3 TCBM + \beta_4 CSV C + \beta_5 TDNV + \beta_6 QDPL + U_i$$

Sample regression function:

$$KTQT = \beta^{\wedge}_0 + \beta^{\wedge}_1 ALCT + \beta^{\wedge}_2 QMDN + \beta^{\wedge}_3 TCBM + \beta^{\wedge}_4 CSV C + \beta^{\wedge}_5 TDNV + \beta^{\wedge}_6 QDPL + e_i$$

KTQT: Applying accounting management for hotels

ALCT: Competition pressure

QMDN: Firm size

TCBM: Organizational structure

CSV C: Facilities

TDNV: Accounting staff qualifications

QDPL: Legal regulations

The regression model found independent factors that affect the dependent factors. At the same time, the model also described how the impact will help us predict the value of the dependent factor. This is the application of management accounting in the enterprise.

Performing a regression with new variables and results as shown in the following table:



Table 4. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.687 ^a	.659	.616	.36453	2.004
a. Predictors: (Constant), ALCTs, QMDNs, TCBMs, CSVCS, TDNVs, QDPLs					
b. Dependent Variable: KTQTs					

Table 5. ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	38.508	5	6.374	41.033	.000 ^a
	Residual	51.491	306	.250		
	Total	90.289	317			
a. Predictors: (Constant), ALCTs, QMDNs, TCBMs, CSVCS, TDNVs, QDPLs						
b. Dependent Variable: KTQTs						

Table 6. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.5983	.146		3.893	.000
	ALCTs	.068	.039	.194	3.051	.001
	QMDNs	.215	.047	.188	3.279	.002
	TCBMs	.179	.038	.246	5.178	.001
	CSVCS	.142	.041	.108	3.098	.000
	TDNVs	.209	.051	.197	3.498	.000
	QDPLs	.148	.056	.281	4.976	.000
a. Dependent Variable: KTQTs						

Source: Author synthesis

The determination coefficient is 0.616; Durbin-Watson statistics are 2,004 and F = 41,033 statistics (Sig. = 0,000). Thus, the model exists and with d = 2,004 ~ 2,0. It can be concluded that the model does not exist in the positive or negative correlation phenomenon. With this result, we compute $b_j = c_j$ with $j > 0$ and $b_0 = c_0 / (1-r)$, so the estimated model will be: Normalized regression will be:

$$KTQT^* = 0.194ALCT^* + 0.188QMDN^* + 0.246TCBM^* + 0.108CSVCS^* + 0.197TDNV^* + 0.281QDPL^*$$

Based on the results of the ANOVA table, the value Sig = 0,000 < 0.05 should reject the H0 hypothesis, admit the H1 hypothesis. i.e the model exists. In other words, with a 5% significance level, it can be concluded that hotel room choice is influenced by at least one of the six factors (competition pressure; firm size; organizational structure; facilities, accounting staff qualifications and legal regulations).

Conclusion

The results of this study once again confirm that the factors that the author has inherited from the previous studies are more or less affecting the application of management accounting in the hotel business enterprises in the city of Danang. The following section covers the influence of factors:



Firstly, among the factors affecting the application of management accounting in hotel business enterprises in the city of Danang, the legal factor influences the most. This is understandable because the owners of big hotel business in Da Nang city are usually foreign corporations (USA, Korea, China), so it is necessary to comply with the law. The aim is to create a long-term and sustainable investment environment. This suggests that the Vietnamese government's economic managers need to enact clear policies regarding the use of management accounting to guide these businesses in their efforts toward compliance.

Second, the factor organizational structure is important. The results are similar to previous studies conducted by various scholars such as Pollanen (2010), studies by Pierce and O'Dea (1998), Wu, Boateng and Drury (2007), Wu et al. (2007), Sulaiman et al. (2015), Ahmad, K. (2012), Doan (2012), and Ahmad, K. et al (2015). Most of the respondents agreed that if there is a suitable business management mechanism between the ownership rate and the ownership object, and this will help businesses more easily apply management accounting. Also according to the research results, the decentralization in organizational structure has a strong influence on the application of management accounting as stated by Chenhall and Morris (1986), Libby (1996), Williams and Seaman (2001), and also Soobaroyen and Poorundersing (2008).

Thirdly, the qualification of accountants has a significant influence on the application of management accounting in the hotel businesses. The accountants must ensure that they are up-dated regularly with changes in the accounting and management environment within their units (Wu, 2010; Halbouni, 2014). Employers take a lot of time to train human resources with good knowledge of management accounting, making reports at the request of their managers, and all agree that a team of qualified employees (in foreign languages, computer skills etc.) will easily apply management accounting in their units (Yang et al., 2006) and thus be more efficient.

Fourthly, the competitive pressure factor affecting the application of management accounting in the hotel business in the city of Da Nang is completely in line with Libby and Waterhouse (1996), Granlund and Lukka (1998), Mia and Clarke (1999), Al-Omiri and Drury (2007), and also Sulaiman (2015). But most managers think that Da Nang is an emerging city as one of the tourist destinations, so they are not interested in cutting costs, as well as seeking how to attract visitors come to their hotels, but in the near future with the strong development of hotels a number of managers will do so and many have begun to focus on this issue already.

Fifth, firm size is a factor that author Abdel-Kader et al (2008), Ahmad, K. (2012), Doan (2012), Albu, N. et al (2012), Pollanen and Abdel-Maksoud (2010) reported in their findings. The results of this research reaffirm this hypothesis to the context in Da Nang, which shows that they are aware that their businesses must change gradually according to the change in capital size and regulations, and tourism is increasing.

Sixth, facilities are the lowest factor affecting the application of management accounting at the hotels Efendi et al (2006), Granlund and Mouritsen (2003), Lippolis and Romanazzi (2005), O' Mahony and Doran (2008). This is entirely understandable because in the current Industry Revolution 4.0, information technology has been widely applied in accounting work and in management software systems. More and more hotels are using ERP software to manage all the activities in order to improve the timeliness, efficiency and service quality in hotel management (Mpfung & Nicolaidis, 2019). Thus, in addition to the above contributions, this study is still limited in research time and space, the number of hotels surveyed is low, the survey time is short, the survey subjects are only accountants in hotels in Danang city. These are the points that can help future research develop further.



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