



Asia-Pacific Management Accounting Association
2021 Annual Conference
(Fully online)

November 09 - 11, 2021



Book of Abstracts
(Parallel Sessions)

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Asia-Pacific Management Accounting Association

co-hosted by Universitas Trisakti and
Udayana University, Indonesia

Guidelines for Presenters, Moderators, and Discussants

Currently, we are working to develop the session schedule.

Each of the 2021 Parallel Paper Session slots will be allocated with two papers. Accordingly, each paper is given 20 mins for presentation, 10 mins for discussion, and 10 mins. for Q & A. Each session is facilitated by 2 discussants and 1 moderator.

We recommend **presenters** to prepare 10-20 PPT slides for their 20 min. presentation. When there is any update in their camera-ready paper, presenters are expected to send the updated version directly to both the moderator and discussant in a timely manner.

Each **discussant** will be given a 10 min slot for his/her discussion. We recommend them prepare between 7-10 PPT slides to convey the discussion points.

A **moderator** coordinates an assigned session and should ask the session presenter and discussants to send their discussion slides and keep them at hand before the Conference Day. If for some reason, the discussant is not available (e.g., no show-up), the moderator assumes the discussant role and discusses the papers, based on the slides at hand.

Instructions for preparing the APMAA proceedings (camera-ready) paper

(Edited on August 30 by Ueno)

What is your proceedings (camera-ready) paper?

In your acceptance notification, we asked you to submit the proceedings (camera-ready) paper by September 15. Please refer to the reviewer's comments, then revise or rewrite your accepted article when developing the proceedings (camera-ready) paper. Suppose you register for APMAA 2021 conference and submit the proceedings (camera-ready) paper by September 15. In that case, your manuscript is included in the **APMAA 2021 Proceedings** and the **Book of Abstracts** (Proceedings contain full-length papers while the Book of Abstracts has only abstracts). Note that we use the file you submitted to the "camera-ready column of the CMT" when editing the Proceedings and the Book of Abstracts without editing.

Your proceedings (camera-ready) paper's length and format have to follow the submission guideline (Guideline for Authors), as you have initially submitted your paper. Please edit your camera-ready paper by following the requested format described on Guideline for Authors at Official Guide to APMAA 2021 (Annual Conference of the Asia-Pacific Management Accounting Association) (sakura.ne.jp). (Excerpts from the Guideline for Authors)

4. **Authors' names** should be placed with two-line space below the title. Authors' affiliations should be placed below each author's name.

5. **An abstract* should be around 200-300 words.**

6. **Text** should be 5,000-10,000 words. The paper must be written in the best possible technical and grammatical English.

8. **All manuscripts** should be formatted using 12-point font (Times New Roman). The text should be single-spaced.

The abstract is a summary or synopsis of the entire research paper and also needs to have similar characteristics to the title. Your abstract should contain at least your research topic, research questions, participants, methods, results, data analysis, and conclusions. You may also include possible implications of your research and future work you see connected with your findings. Your abstract should be a single paragraph. It needs to be simple, direct, specific, functional, clear, unbiased, honest, concise, precise, self-sufficient, complete, comprehensive, scholarly, balanced, and should not be misleading ([Writing the title and abstract for a research paper: Being concise, precise, and meticulous is the key \(nih.gov\)](http://www.nih.gov)).

Why do you need to write an abstract for a research paper?

- an abstract lets readers get the gist or essence of your paper or article quickly, to decide whether to read the full paper.
- an abstract prepares
- readers to follow the detailed information, analyses, and arguments in your entire paper;
- and, later, an abstract helps readers remember key points from your paper.

About APMAA

Founded in 2004, the Asia-Pacific Management Accounting Association has provided a platform for management accounting academics and practitioners in the Asia Pacific region to improve their contribution to global scholarship and the lives of the region's people. The gender and geographic diversity of our membership and board create a rich environment for collaboration and innovation. We shape management accounting's future through teaching, research, and a robust network, ensuring our association a thought leader in the field.

Have a question about APMAA? The web pages below will give you answers.

[Asa-Pacific Management Accounting Association Homepage](#)

[Asia-Pacific Management Accounting Association \(APMAA\) Official Site](#)

http://s-ueno.sakura.ne.jp/APMAA_asia/

[APMAA 2021 webpage](#)

[APMAA 2021 Annual Conference \(Asia-Pacific Management Accounting Association](#)

[APMAA 2021 Annual Conference \(Asia-Pacific Management Accounting Association \(sakura.ne.jp\)](#)

The future annual conference venues ([Asia-Pacific Management Accounting Association \(APMAA\) Official Site](#))

APMAA 2021 Conference – Indonesia (Prof Sekar Mayangsari, Trisakti U.) Accepted at the 2017 board meeting.

APMAA 2022 Conference – Thailand (Prof. Pattanant Petchchedchoo, Dhurakij Pundit U., Accepted at the 2018 board meeting

APMAA 2023 Conference – China (Prof Gao, Liang Tian, Xi'an Jiaotong U. China), Accepted at the 2018 board meeting.

APMAA 2024 Conference. – Vietnam (Prof Thuy, Nguyen Thi Hong, Vietnam National U.-Hanoi), Accepted at the 2019 board meeting.

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Scholarly Paper Sessions

1. Paper ID 12

Hedge Fund Activism in Japan: A Comparison between the First and Second Waves

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ABSTRACT

This study investigates the second wave of activism in Japan from 2014 to 2019, and compares the targets' characteristics and the impact of activist intervention with those of the first wave in the 2000s. During the second wave, the Stewardship and Corporate Governance Codes were formulated, making it easier for activists to obtain approval from other shareholders by stressing long-term engagement with target firms. We find that targets' stock prices react positively to activist intervention in both waves, and that the reaction is larger in the second wave than in the first. In the second wave, activists tend to target firms with a larger market capitalization, cash-to-asset ratio, dividend payout ratio, foreign shareholders' ratio, and outside directors' ratio than in the first. In both waves, the activist intervention tends to decrease the targets' ROA and increase leverage two years after the intervention, indicating that short-term improvement may not be observed. This study complements empirical evidence to hedge fund activism outside the US, which is still quite limited. To the best of our knowledge, this study is the first to compare targets' characteristics and the impact of activist intervention on targets between the first and second waves of activism. This study provides implications for policymakers who promote corporate monitoring by institutional investors. Through the comparison between the first and second waves of activism, we argue that the change in previously silent institutional investors is associated with a change in hedge fund activism.

Keywords: *Corporate Governance, Shareholder activism, Hedge funds, Japan*

2. Paper ID 13

The Determinants of Perceived Earnings Quality in the Perspective of Theory of Planned Behavior and the Upper Echelon: Evidence from Japan

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ABSTRACT

This study explores whether managerial ethical values and incentives/pressures affect perceived earnings quality through structural equation modeling based on the responses by chief financial officers (CFOs) of public firms in Japan. This study develops the research framework applying the theory of planned behavior (Ajzen 1991) aided by the upper echelon theory (Hambrick and Mason 1984) and the fraud triangle theory (Cressy 1953) to explain a manager's earnings management intentions and behavior. In this model, managerial decisions as intention and earnings quality as behavior or outcome of intention. Quantifying managerial ethical values as the tone at the top (TATT), the simultaneous analysis results support my theoretical model and show that subjective norm and behavioral beliefs influence earnings management intention. My findings are the following: perceived managerial ethical values has a significant and positive effect on perceived earnings quality and that perceived incentives/pressures have a significant negative influence perceived earnings quality. Cumulatively, my model implies that since incentives/pressures suppress management to improve earnings quality, individuals with higher ethical values should be appointed as managers and fostering ethical environment will be promoted by strengthening accounting standards. Moreover, the auditing standards relating to misrepresentation should suppress unethical behavior of managers as a fraud risk factor.

Keywords: *Managerial ethical values, Tone at the top, Incentives/pressures, Structural Equation Modeling, Theory of planned behavior, Fraud Triangle, Upper Echelon Theory, Earnings Quality.*

3. Paper ID 14

Fraud Detection Method by a Text Analysis of CEO Letters in the Perspective of Obfuscation Hypothesis: Evidence from Japanese Firms Listed on the U.S. Stock Exchange

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ABSTRACT

This study uses a sample of Japanese firms listed in the U.S. and conduct a text analysis of their CEO letters to discuss the obfuscation hypothesis (Courtis 1998; Merkle-Davies 2007; Hassan et al.2019) by examining whether there are differences in text features focusing on Jaccard coefficients, the measures which evaluate the frequency of specific words and spatial relationship, and distance from the origin (correspondence analysis) as readability measurements between fraudulent and non-fraudulent firms, as well as during and after the detection of fraud. First, the finding is that the Jaccard coefficient during fraud execution periods was higher than that after the fraud was detected, indicating that fraudulent firm used more distinctive terms during fraud execution period. Second, the results of the correspondence analysis show that the terms are far from zero, indicating unrelated terms are placed during fraud-execution periods, and the terms are closer to zero and the terms are placed close to each other after fraudulent detection periods, and the terms of non-fraudulent firms are plotted close to the origin. In other words, the Jaccard coefficients of fraudulent firm are higher during the fraudulent period than after the fraud is detected, and the terms are plotted farther from the origin. This suggests that during fraud, managers may have misled investors by using impression management (Leary and Kowalski 1991) to make the text more difficult to read. This study can be presented as a possibility for fraud detection when it is observed that CEO letters have feature words from those of non-fraudulent firms through text analysis.

Keywords: *Text-mining, Correspondence Analysis, CEO letters, Correspondence analysis, Jaccard coefficient.*

4. Paper ID 27

The Ex-Files, A Payroll Teaching Case

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ABSTRACT

The need to educate students about Forensic Accounting is demonstrated by the mounting number of frauds in today's business environment. Accounting educators should consider adding an element of forensic accounting to their curriculum to expand students understand of the risks of fraud and how to detect it. This teaching case is designed to be used in undergraduate or master's level courses in auditing or forensic accounting. It asks students to evaluate a private construction company's financial information to determine if fraud has occurred. Through this evaluation students develop knowledge of the payroll cycle, control risk, audit planning, audit evidence, and forensic analysis. Based on an actual incident, this case illustrates a fraud investigation and account analysis performed by a fourth-year undergraduate student. In analyzing the case, students are asked to evaluate evidence gathering procedures, analyze internal controls, identify and evaluate financial evidence, and develop responses based on evidence gathered. This case is set in the United States (US) and references US standards. Additional supplemental information is provided to assist students with the assignments, as well as teaching notes and implementation guides are provided to aide instructors with this case. The names of the organizations and individuals have been disguised to preserve anonymity.

Keywords: *Teaching Case, Audit, Accounting Education, Data Analysis, Forensic Accounting*

5. Paper ID 28

A Comparative Study For The Learning Objectives And Self-Consciousness Of Students In Introductory Accounting

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ABSTRACT

Post-modernized society requires the evolution of accounting education into fostering practical and utilized professional knowledge of students from teaching them professional knowledge. As the educator in the accounting field, most of them are facing on the difficulty to realize the evolution in accounting education. How will we be able to solve such issues? One good solution would be the enhancement of accounting textbooks. Basically, accounting teachers usually use a textbook to explain various accounting terms, procedures, and principles to students. The usability of textbooks influences on the level and extent of understanding of students, because textbook plays an important role as a popularized device that is connected with students (Ferguson et al., 2006) and an effective module to teach accounting knowledge in class. The use of textbooks in accounting class for the first year experience is more characteristic than any other subject. In this paper, we study the factors of learning objectives and self-consciousness of students in introductory accounting class, based on a series of the international survey and empirical analysis that have been enforced (Saito, 2020; Saito and Mayangsari, 2017; Kawai and Saito, 2019, 2020; Tan and Saito, 2020). There are some implications to be beneficial for proposing introductory textbook for students as follows; (1) to promote students' motivated objectives lead to a high self-consciousness, (2) to stimulate students' interest ensure that difficulty in learning is not perceived, and (3) to make students realize the prospects of learning.

Keywords: *Introductory Accounting Education, Textbook Development, Learning Objectives, First-Year Experience, International Study*

6. Paper ID 29

Critical Audit Matters: Archival Evidence From S&P 500 Firms

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ABSTRACT

PCAOB AS 3101 Critical Audit Matter (CAM) requirement is widely viewed by auditors and academics as a transformative change to the auditor's report. CAM disclosures are largely viewed as risk disclosures preceding negative outcomes. This study examines the determinants of critical audit matters reported in fiscal year 2019 by auditors of S&P 500 firms. The study finds that auditors are more likely to issue multiple critical audit matters for large firms with more diversified operations and significant M&A activities. CAM disclosures are classified by two schemes: financial statement areas and decision factors. The study documents that critical audit matters concentrate in four areas in financial statements. Three decision factors, alone or in combination, account for over 90% of factors disclosed in CAMs. The study further notes that the determinants vary based on the specific category of CAMs. The analysis also reveals that decision factors are strategically disclosed in CAM disclosures to protect auditors' business interest and to shield auditors from responsibility for potential misstatement. Collectively, study results suggest that both firm characteristics and auditor characteristics determine the quantity and the content of CAMs. This study contributes to the accounting literature by providing archival evidence on the implementation of AS 3101.

Keywords: *Critical Audit Matters (CAMs), Determinants, Auditor Report, AS 3101 Implementation*

7. Paper ID 30

Social Capital And Budgeting In A Local Church

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ABSTRACT

The purpose of this paper is to examine the budgeting process in a local church from a different perspective than the sacred/secular divide used in previous studies. An alternative theorisation is attempted. A qualitative case study was adopted, with an interpretive methodology. Semi-structured interviews were used to interview 14 managers involved in the budgeting process at a local independent church. The interview data were supplemented by documentary evidence. Nahapiet and Ghoshal's 1998 framework of social capital was used to analyse the data.

The main finding was that budgeting was found to be a social process - that can best be explained by social capital theory. There may be an element of self-selection, as the church agreed to participate in the study and chose to allow a researcher to examine social aspects of its budgeting process. While the findings relate to a church, FS, it is possible to infer through generalisation that similar practices may occur in other organisations.

This study may be of interest to managers involved in the budgeting process, and those setting budget-related policy in a church, as it highlights the social side of the budgeting process. Educators involved in teaching could include the findings in a case study to be used in the classroom.

Whereas previous church budgeting studies have emphasised a sacred/secular divide, this study illustrates the application of social capital theory. It contributes to both social capital theory and church literature. In addition, contemporary budgeting practices are studied in a church in a denomination and country not previously studied.

Keywords: *Church, Social Capital, Budgeting Process, Budgeting, New Zealand*

8. Paper ID 31

Reclassification of Others Comprehensive Income, Earnings Management, and Earnings Quality: Evidence From Indonesia

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ABSTRACT

This study empirically proves that standard policies concerning the format of presenting income statements are in the form of additional information. This is particularly relevant to the reclassification of other comprehensive income and profit attribution in increasing transparency and reducing asymmetry information. This study investigated the effect of reclassified items concerning other comprehensive income and net income attributable to owners on earnings management and the quality of earnings in 504 companies listed on the Indonesia Stock Exchange between 2016 and 2019. The results revealed that other comprehensive income presented in the income statement of these companies had been classified based on the potential will and will not be realised. The attribution of earnings to owners was found to have a negative effect on accrual earnings management and real earnings management, along with a positive effect on earnings quality as measured by the earnings response coefficient net and comprehensive income. It was also shown that earnings management does not mediate the effect of reclassification of other comprehensive income and the attribution of earnings to earnings quality. Accordingly, this means that the market has responded positively to the reclassification of other comprehensive income and profit attribution. It also precludes the company from carrying out earnings management through the recognition and realisation of other comprehensive income. Reclassification and attribution through increasing transparency and value relevance could consequently reduce asymmetric information.

Keywords: *Reclassification, others comprehensive income, Income Attribution, Earnings Management, Earnings Quality*

9. Paper ID 32

Empirical Assessment of Auditor Quality in the IPO Market

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ABSTRACT

Auditors play critical roles in the U.S. capital markets. Audit and assurance services facilitate capital formation, helping entrepreneurs raise capital that fuels growth and innovation. The 2012 JOBS ACT has significantly reduced the disclosure obligations and the auditing requirements for IPO firms with total annual gross revenues of less than \$1 billion. Using a sample of initial public offerings (IPOs) over the period of 2003-2017, this study identifies sources of risks and develops detailed risk profiles for U.S. IPO firms. We find that riskier firms are more likely to choose high-quality auditors. IPO firms with greater financial risks, however, are less likely to engage high-quality auditors. We also find that high-quality auditors play an instrumental role in facilitating the timely production and communication of financial information to capital market participants. High-quality auditors require higher audit fees to reward their quality services; but more importantly, higher audit fees compensate high-quality auditors for undertaking tremendous risks in the U.S. IPO markets. Furthermore, we document an increase in risks associated with emerging growth companies going public under the 2012 JOBS ACT. Findings of this study suggest that risk factors have different implications, which help reconcile the mixed theoretical predictions of Datar, Feltham, and Hughes (1991) and Titman and Trueman (1986). Our results are also consistent with the conceptual model proposed by Johnstone (2000): auditors make client-acceptance decisions by evaluating client risk characteristics and adapting to the client-acceptance risk through audit fee adjustment.

Keywords: *Initial Public Offering, Auditor Quality, Risk, Audit Timeliness, United States*

10. Paper ID 34

**Stretch Goals and Counterproductive Work Behavior:
The Role of Moral Justification**

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ABSTRACT

Stretch goals is one of the strategies that is commonly used by company to motivate their employees and hence boost their performance. Despite the bright side of stretch goals, anecdotal evidence shows that stretch goals also has a dark side. This paper probes the potential dark side of stretch goals and the process which underlies it. Specifically, this paper investigates direct relationship between stretch goals and counterproductive work behavior. Furthermore, this study investigates the indirect relationship between stretch goals and counterproductive work behavior through moral justification. An online survey method was employed to test the proposed hypotheses. A sample of 149 U.S.-based managers drawn from an online survey was used for this study. The results suggest that stretch goals are positively related to counterproductive work behavior which imply, the higher the stretch goals the higher employees' counterproductive work behavior. Moreover, the results demonstrate that moral justification partially mediates the relationship between stretch goals and counterproductive work behavior. These results imply that employees who assigned stretch goals rationalize their counterproductive work behavior actions using moral justification. The results further suggest that stretch goals triggers employees' counterproductive work behavior actions only in the high stretch goal subsample. The theoretical and practical implications of these findings are discussed.

Keywords: *Stretch Goals, Moral Justification, Counterproductive Work Behaviorm, Goal Setting Theory, Moral Disengagement Theory*

11. Paper ID 35

The Effectiveness of Whistleblowing Mechanisms on The Relationship between Delegation and Displacement of Responsibility on Managerial Misreporting: An Empirical Investigation

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ABSTRACT

This study examines the mediating effect of rationalization on the impact of situational factors as well as the effectiveness of a formal control on managers' unethical behavior. Specifically, it investigates the direct relationship between delegation of decision rights and managerial misreporting as well as its indirect effect through displacement responsibility by integrating agency theory and moral disengagement theory. Furthermore, it examines the effectiveness of whistleblowing mechanisms as a formal control mechanism against managerial misreporting. Survey method is used to test the proposed hypotheses. The results from a survey of 149 managers show that delegation of decision rights positively affect managers' misreporting behavior directly and indirectly through displacement of responsibility. These results imply that delegated managers are likely to engage in misreporting behavior and rationalize their misreporting behavior by displacing their responsibility to their superior. Moreover, the results show that whistleblowing mechanisms negatively moderates the relationship between delegation of decision rights and managerial misreporting, indicating that a strong whistleblowing mechanisms is an effective formal control to deter managerial misreporting behavior. Future study can conduct experimental study to test the causality of variables examine in this study. In addition, future study can test other moral disengagement processes such as moral justification or diffusion of responsibility as a rationalization process. The theoretical and practical implication of these findings are discussed.

Keywords: *Delegation of Decision Rights, Displacement of Responsibility, Whistleblowing Mechanisms, Managerial Misreporting, Moral Disengagement Theory*

12. Paper ID 37

Non-Compete Agreements and Innovation: The Moderating Effect of CEO Tenure

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Chia-Yu Chiang, National Changhua University of Education

ABSTRACT

In an increasingly competitive market, firms seek to continually innovate to improve their products and services. The question of what motivates chief executive officers (CEOs) to invest in innovation has received much attention over the years. This study investigates (1) whether CEOs tend to invest in innovation as a response to the enforceability of non-compete agreements and (2) how managerial characteristics affect such decisions. The use of non-compete agreements has long been the subject of controversy in the United States. Some states tend to enforce non-compete agreements more liberally, while other states have historically been hostile. Many states fall somewhere in the middle. We have a chance to investigate time-series and cross-sectional variation in the enforceability of non-compete agreements. Based on a sample of publicly-held companies in the United States between 1992 and 2014, we found that CEOs are less likely to invest in innovation to avoid dismissal risk when non-compete agreements are stricter. Our results further showed that CEO tenure strengthens the negative impact of non-compete agreements on innovation, suggesting that longer-tenured CEOs will invest less in risk-reducing activities to compensate for personal cost given stricter non-compete agreements. This evidence that long tenure increases the negative effects that strictly enforced non-compete agreements have on firm innovation represents a novel contribution to the debate.

Keywords: *Non-Compete Agreement Enforceability; Innovation; CEO Tenure*

13. Paper ID 38

An Examination of the Directors' Remuneration Reports of Thomas Cook

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ABSTRACT

Due to the Thomas Cook Group's (TCG) collapse in 2019, this chapter aims to explore the governance role of its Remuneration Committee (RC) in determining the level and composition of Executive Remuneration (ER), and its implications in understanding remuneration governance as an organisational practice. Drawing on multiple theoretical perspectives, this case study over the period 2009-2018 utilises NVivo software for the content and discourse analyses of its Directors' Remuneration Reports (DRRs). Findings articulate the Thomas Cook Group's boardroom instability that reflects the presence of poor company performance, in addition to the inconsistency of the boardroom acting with the Corporate Governance (CG) principles. Findings also show on many occasions the power exercise of senior executives over their pay packages and the possibility of the TCG boardroom to create intentionally such incremental payments to motivate lower-level executives to be replaced by those senior executives in the future, especially no proper disclosures were provided in the DRRs regarding their alignments with actual executive performance. This study contributes to policymaking in reconsidering the present Code to evolve the existing guidelines of setting Executive Remuneration packages, and corporations in providing insights regarding the setting of Executive Remuneration packages in alignment with company and executive performance.

Keywords: *Corporate Governance, Remuneration Committee, Executive Remuneration, Thomas Cook Group, Narrative Reporting.*

14. Paper ID 40

Assessment of IT tools used for operational budgeting and The Quality of Generated Information In POLISH And LITHUANIAN Companies

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ABSTRACT

The paper aims to determine the quality of information and the quality of IT tools used for operational budgeting in Polish and Lithuanian companies. The authors also verified the relationship between the quality of the information generated and the type of IT tool used for operational budgeting system. The analysis were conducted in the context of two neighbouring countries, verifying whether there are significant differences between them.

The authors conducted a survey based on standardized questionnaires to characterize operational budgeting systems, measure the quality of IT systems and the quality of information, and to establish links between them. Selection of the samples was determined by the variables describing the enterprise: type of activity, share of foreign equity, employment.

The study did not show any significant differences between Poland and Lithuania – the scores obtained in both countries in terms of the quality of information and IT system were similar. The most common IT tool used for operational budgeting were spreadsheets or databases (Excel, Access etc.), their use was declared by 69% of respondents, both in Poland (72%) and Lithuania (66%). The highest evaluation (5,1) of information quality was obtained in a ready and parameterized budgeting module in the Integrated System (ERP) - as many as 66,67% of enterprises using this system rated the information generated by it at a level above 5. The score of the next two tools was similar: Excel, Access – 4,73 and specialist budgeting software ready and parameterized for the company – 4,72.

Keywords: *Budgeting, Information Quality, IT Systems, Excel, ERP*

15. Paper ID 41

Can Good Corporate Governance (GCG) and Integrated Corporate Governance (ICG) Improve Performance and Reduce Fraud in Indonesian Public Banking?

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ABSTRACT

This study's purpose is to examine whether the implementation of GCG and ICG can increase Performance and reduce Fraud on public banking in Indonesia while using Asset Quality as moderating variable. This study is a causality study with 27 banks as samples on the period of 2015-2018. GCG and ICG assessed using content analysis on disclosures that are available in the bank's annual report. Performance is measured from stock performance and financial performance. Fraud is measured based on Beneish M. Score (2009) using the 5 (five) indexes measuring DSRI, GMI, AQI, SGI, and TATA. Partial-Least Square Structural Equation Model (PLS-SEM) was used in testing the study model. The result of this study showed that the GCG impact positively on the Stock Performance, and Financial Performance and impact negatively on Fraud. ICG on the other hand impact positively on Stock Performance, and Financial Performance, however, there is no influence against Fraud. The control variable Leverage (Lev) shows a negative influence on Stock Performance, the Capital Adequacy Ratio (CAR) shows a positive influence on Financial Performance, and the Loan to Deposit Ratio (LDR) shows a positive influence on Fraud. The influence of GCG on Financial Performance and Fraud was able to be strengthened by moderating variable of Asset Quality, as well as strengthen the influence of ICG on Financial Performance. However, the moderating variable Asset Quality did not strengthen the influence of GCG on Stock Performance, nor did it strengthen the influence of ICG on Stock Performance and Fraud. In F-Test, GCG and ICG were simultaneously affecting the Stock Performance, Financial Performance, and Fraud.

Keywords: *Corporate Governance, Integrated Corporate Governance, Performance, Fraud, Asset Quality*

16. Paper ID 43

Trends And Issues of Research As Seen Through The Lens of Literature Reviews On Japan's Hoshin Kanri Research -Considerations with the classification framework of management accounting papers-

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ABSTRACT

This study aims to explain the similarities and the differences between Hoshin Kanri and BSC, and clarifies the actual situation of Hoshin Kanri research in Japan. To achieve this goal, I conducted a literature review of 75 recent research papers about Hoshin Kanri in Japanese. First, I compared Hoshin Kanri with BSC and found theoretical 6 similarities and 6 differences. Second, I applied the paper classification framework described by Kawai and Otomasa (2012, 2013) to clarify research trends and issues, and to organize the content, theoretical bases, research methods, research sites, and author backgrounds. This framework can be broadly divided into four items: "situation," "technique," "performance," and "action." These are further subdivided to classify the research content described in the Hoshin Kanri treatise. The result revealed that, in Hoshin Kanri research, there were many papers that explained, considered, and proposed improvements of Hoshin Kanri itself as a "technique" (independent), and others that proposed it in combination with BSC (combined). However, there are no "situation" researches nor "performance" researches so that I could not find to use the style of contingency theory nor empirical research. I discovered that, while Hoshin Kanri research excels at observing practices based on abundant cases, it is possible that the generalization of theories may not be sufficient.

Keywords: *Hoshin Kanri, Policy Management, BSC, Balanced Scorecard, Literature Review*

17. Paper ID 44

Firms Change Their Retained Earnings In Response To The Change In Tax Law: Evidence From Japanese Large Data Sets

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ABSTRACT

This paper examines how the change in tax law in the 2000s with respect to accumulated earnings tax affects the behavior of Japanese companies. Accumulated earnings tax is the tax penalty to discourage companies to accumulate excessive retained earnings to avoid the tax levied on the income distribution from those companies. In the fiscal years 2006 and 2007 those penalties are mitigated for the small companies. We take advantage of the natural experiment concerning this tax law change. We find that firms increase their retained earnings after the tax law change. We also find this effect of the tax law change on retained earnings is more pronounced in firms with capital over ten million yen but less than or equal to one hundred million yen. On the other hand, The effect is less pronounced in firms whose capital is less than or equal to ten million yen. The plausible story is that family-owned companies distribute their profits through the salary income of family members to take advantage of lucrative salary income deductions. It might imply that the tax deferral of small and mid-sized companies is an important issue in tax policy to increase the tax revenue of the developed economy.

Keywords: *Accumulated Earnings Tax, Tax Law Change, Retained Earnings,
Small and Mid-Sized Companies*

18. Paper ID 45

Incentive System As A Conflict Mitigation In Group Faultline

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ABSTRACT

This study examined the role of incentive as a means of mitigating task and relationship conflicts perceived by members of the team who experienced information and social category faultlines. The study was conducted by a laboratory experiment method involving 153 students of undergraduate program. Results indicate that compared to the absence of information faultline, the existence of information faultline leads to more work conflicts. The existence of a social category faultline causes relationship conflict, rather than the absence of this faultline. Perceived task conflict has negative effect on team members' performance, while relationship conflict has no significant effect. Incentive interacts with task conflict in influencing team members' performance. Meanwhile, the incentive does not affect the relationship between relationship conflict and team member's performance.

The finding supports cooperative-competition theory, by adding consideration to the context. Individuals, who are on teams that have information and social categories faultlines, experience higher task and relationship conflicts than teams that do not experience those group faultlines. In this context, cooperation between team members cannot be expected to occur optimally. In the information faultline condition, individual incentives can trigger a better team member performance when team members experience high task conflicts. With the existence of mitigation tools—in the form of individual incentive—in faultline induced-task conflict situation, this study shows the strength of constructive competition in a collective situation related to task matters in the initial stage of team development.

Keywords: *Incentive, Information Faultline, Social Category Faultline, Conflict, Team Members' Performance*

19. Paper ID 46

Financial Analysis of Managers' Discretionary Activities in Social Welfare Organizations in Wakayama Prefecture, Japan

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ABSTRACT

This study analyzes the discretionary activities of managers in social welfare organizations in Wakayama Prefecture, one of 47 prefectures in Japan using two descriptive hypotheses. The first hypothesis (H1) posits that social welfare organizations in Japan generally have an incentive to maintain a monetary surplus close to zero, despite the principle of balanced income and expenditure. The second hypothesis (H2) depicts that there are no differences in balances prior to and following the Act to Amend the Social Welfare Act. These hypotheses are investigated through structured interviews with managers of social welfare organizations in Wakayama Prefecture, plus an archival analysis of publicly available financial data. The study yielded two main conclusions. First, social welfare organizations in Wakayama Prefecture, Japan, generally have an incentive to keep monetary surplus close to zero, despite the principle of balanced income and expenditure. Second, the means of differences in scaled balances from service activities, ordinary balances, and net balances between fiscal years 2016 and 2015 are all negative. The t-test revealed that balance differences of balances from service activities and those of ordinary balances are significant at 5%. The abovementioned conclusions suggest the discretionary activities of managers of social welfare organizations, opening a novel line of inquiry for future examination and practical insights for both policymakers and professionals.

Keywords: *Nonprofit Organization, Social Welfare Organizations, Discretionary Activities, Earnings Management, Archival Analysis*

20. Paper ID 47

Employee Education Level and Efficiency of Corporate Investment

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ABSTRACT

This study focuses on the internal information transfer process and investigate whether high quality internal information generated and collected by high quality employees can enhance managerial investment efficiency. Using a sample of Chinese public firms over the 2011-2018 period, this study looks at the effects of employee education level on corporate investment efficiency. In both labor economics and human resource management, education is treated as one of the most important employee characteristics. We believe high quality employees are less likely to make unintentional mistakes and are more able to identify abnormal transactions, and thereby the superior internal information provided by them can help managers better understand their business conditions and accurate their judgements. Consistent with this argument, we find that firms operated by high quality employees (proxied by employee education condition) engage in more efficient investments, i.e. more likely to avoid over- and under-investment problems. Moreover, we find that the positive association between employee education and investment efficiency is more pronounced under complete employee motivation and competitive environment. We provide strong evidence that education enhances investment efficiency. This result is robust to a variety of model specifications and endogeneity issues. In addition, we find that for firms with better employee motivation mechanisms, education has a greater improvement in investment efficiency. Further, the effect of education on investment efficiency is more pronounced in firms with high business complexity, operate in human-capital-intensive industries, located in Chinese first-tier cities and are non-SOEs. Taken together, our results highlight the important role of education plays in shaping firms' investment behaviour and efficiency.

Keywords: *Human Capital, Employee, Education Level, Internal Information, investment*

21. Paper ID 51

Don't Use Profit To Predict Dividends So Don't Use Dividends As An Indicator of Stock Price Explosions

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ABSTRACT

The purpose of this study was to determine the effect of firm size, ownership structure and leverage on dividends mediated by profitability, and to determine the effect of dividends on stock prices in companies listed on the IDXHIDIV20 index. The data in this study was conducted by collecting secondary data from as many as 27 companies included in the IDXHIDIV20 index. This study uses a quantitative approach using a structural equation model and is processed using the SmartPLS 3.0 program. The results of this study indicate that firm size, ownership structure and leverage have a significant effect on dividends. However, profitability was found to have no significant effect on dividends. In addition, company size is also known to have a significant effect on profitability. Meanwhile, ownership structure and leverage do not affect on profitability. The results of this study also show that dividends have no significant effect on stock prices. Profitability which is the mediating variable in this study cannot mediate firm size, ownership structure, and leverage on dividends. This study concludes that the larger the firm size and leverage, the lower the dividend value. Meanwhile, the ownership structure has a role in increasing the value of dividends paid by the company. The limitation of this research is that it only uses 27 companies listed on the IDXHIDIV20 index with an observation period of 2015-2019, so the results of this study cannot be generalized to all companies that pay dividends. The implications of this research are expected to be input for management regarding the factors that affect dividends and how dividends can affect stock prices. For investors to know what are the factors that will affect the value of dividends paid by the company.

Keywords: *Firm Size, Ownership Structure, Leverage, Dividends, Stock Price.*

22. Paper ID 65

The Effects of COVID-19 in the United States on the Stock Prices of Taiwan's PCB and Network Communication Industries

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ABSTRACT

This study investigates the effects of COVID-19 (2019 novel coronavirus disease) in the United States on the stock prices of the Taiwanese PCB (Printed Circuit Board) and network communication industries. Event study method is used to evaluate whether announcements of U.S. COVID-19 between February 2020 to April 2020 have caused abnormal returns for Taiwanese companies. This study also examines whether U.S. prevention policies have had a significant influence on abnormal returns. ANOVA is used for significance check for the difference among the abnormal returns generated by the first, second and third U.S. COVID-19 announcements. The empirical results show that COVID-19 announcement in the United States has caused negative abnormal returns for Taiwan's PCB and network communication industries. Because Taiwan exports PCB to the U.S., the stock price response to U.S. disastrous COVID-19 event is obvious. Furthermore, there is a significant difference among the abnormal returns caused by the first, second and third announcement of U.S. COVID-19 contagions. The first announcement caused the largest reactions and the third announcement caused the least. In addition, U.S. government's social distancing policy has caused positive abnormal returns for Taiwan's PCB and network communication industries. Furthermore, we find the significant difference between the implementation and loosening of the social distancing policies. This suggests that investors regard the U.S. social distancing policy as the good news, but the loosening of U.S. social distancing policy as the bad news.

Keywords: *Event study, Abnormal return, COVID-19, PCB, Levene's test.*

23. Paper ID 75

Goal Setting and Strategic Capabilities in Family Firms: The Role of Management Control System

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ABSTRACT

Empirical management control research has been largely focused on how family firms diverge from the non-family firms in their use and design of MCS. This study explores the role of formal controls and organic organizational culture in family CEO-led firms. Drawing on the family business literature, the study theorizes that having a family member as a chief executive officer (CEO) would entail preserving family goals besides pursuing business goals (i.e., goal diversity). This study emphasizes how the management control system (MCS) is designed and used to resolve goal diversity, and to what extent the interdependence between management control practices can leverage the strategic capabilities in family CEO-led firms. The research model is empirically tested using survey data from 958 family CEO-led firms. Consistent with the hypotheses, the results show a positive relationship between goal diversity and combining the use of formal controls and organic organizational culture. Further, this combination is found to be imbalanced (i.e., the relative magnitude of using the two management control practices). The findings suggest that formal controls and organic culture have a complementary interdependent effect on developing the operational capability, but no effect on human resources capability in family firms. The results also indicate that MCS may indirectly affect family firms' performance through strategic capabilities.

Keywords: *Goal Diversity, Family CEO, Management Control System, Strategic Capability, Interdependent Controls*

24. Paper ID 76

The Dynamic interrelation of Control of Corruption and Quality of Governance in ASEAN: Evidence from FMOLS Test

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ABSTRACT

Generally, corruption is a serious problem in many ASEAN countries. Premised on the annual corruption perception index (CPI) published by Transparency International (TI), only Singapore and Brunei Darussalam had consistently surpassed the 50 CPI scores. The CPI scores of other ASEAN member countries remained low, implicating possible corruption issues in these countries. The main criticisms of using CPI to measure corruption is its limited coverage to the public sector and its reliance on perception-based indicators. From an economic perspective, the terms control of corruption (CoC) and quality of governance (QoG) are used to portray situations or environments that could result in high or low corruption in a country. CoC and QoG cover both the public, private and non-profit organizations in their measurement. This paper proposes that effective control of corruption and high quality of governance will result in low corruption practices in the ASEAN countries. With the main objective to investigate the nexus between control of corruption and quality of governance, this study collects and analyses macroeconomic panel data for CoC (1996-2020) and QoG (1996-2020) of eight ASEAN countries. The inter-relationships between these two variables were tested by firstly treating CoC as an independent variable and secondly CoC as a dependent variable. The Fully Modified Ordinary Least Square (FMOLS) methodology was used to estimate the inter-relationships between CoC and QoG. The result reveals a positive and significant relationship between control of corruption and governance quality in ASEAN countries, implicating that an effective CoC will enhance QoG. Similarly, the relationship between QoG and CoC is also positive and significant. It shows that a better QoG will reduce corruption in the ASEAN region. This study's practical contribution is to the ASEAN member country's leader to strengthen its governance and control of corruption.

Keywords: *Control of Corruption, Quality of Governance, Inter-relationships, ASEAN Region, FMOLS*

25. Paper ID 77

An Exploratory Study of Material Flow Cost Accounting in Coal-Fired Thermal Power Plant

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ABSTRACT

The paper explores to use and application of the material flow cost accounting (MFCA) in the coal-fired thermal power plant in Vietnam. This applied research is based on the system theory to explain the application on management tool and analysing steps of input, output and process in manufacturing. MFCA mentions the material balance for effective management of the production and material wastes during the manufacturing process. Costs in producing process-based MFCA include material cost, energy cost, system cost and waste management cost. The exploratory case study methodology is used to describe and answer two questions, namely “How coal flow cost is recognized?” and “Why waste in material consumption can be harmful to environment?”. By analysing the Quang Ninh coal-fired thermal power plants that are of the typical plants, this paper identifies the flow of primary material in these plants as a basis for determining losses for business. The application of the MFCA is based on the material flow of the coal-fired thermal power plants. In these plants, the manufacturing process of electrical products consists of four stages and losses in each stage are indicated. From that, some steps of the application MFCA are indicated, and some other elements required for application of MFCA for the coal-fired thermal power plants are also proposed.

Keywords: *Material Flow Analysis, Material Flow Cost Accounting, Coal-Fired Thermal Power Plant*

26. Paper ID 78

A Survey Analysis of Environment Sustainability Practices among Food and Beverage Manufacturers in Leading Geographical Sections of Bangladesh

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ABSTRACT

The food and beverage processing in Bangladesh has traditionally been operated on a small-scale basis, by domestic or family business, using simple and perhaps rudimentary processing knowledge. Today, the industry is growing and has been nick-named as one of the “fast moving consumer goods or FMCG” sector in the country. In tandem with the Sustainability Development Goals (SDG), driven by the United Nations globally, the food and beverage industry in Bangladesh is also expected to embrace the environment sustainability practices in its manufacturing practices. To date, there has been limited report on environmental sustainability practices of the food and beverage industry. Through questionnaire survey, this paper examines the environmental sustainability practices of various food and beverage manufacturing companies in three leading geographical divisions in Bangladesh. Findings indicate that a high percentage of respondents from these three divisions are not aware of the environment-related issues, especially those concerning the environment sustainable manufacturing practices. Only 52%, 46% and 30% respondents from Dhaka, Chattogram and Rajshahi sections respectively are conscious of the environmental challenges surrounding the food and beverage industry, with their consumers serving as the primary source of information. Only several of manufacturing companies have adopted formal green-based processes, including getting environmental-related certification such as ISO 14000. The reasons of not adopting those practices include (i) inadequacy of financial incentives, (ii) inadequacy of awareness and knowledge regarding environmental issue, (iii) less demand from customer and stakeholder and (iv) no pressure from the Government. Finally, the paper provides several suggestions for manufacturing firms to enhance their manufacturing practices towards those propagated by the SDG initiative.

Keywords: *Environment Sustainability Practices, Green Manufacturing Practices, Financial Incentives, Food and Beverage*

27. Paper ID 79

The Causal Effect of Corporate Sustainability on Firm Performance

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ABSTRACT

In recent years, sustainability or sustainable development are very famous and specially in Vietnam. Since 2015, Vietnam government also published the new regulation about information disclosure related to Corporate Social Responsibility Sustainability. Then, the firms should disclose sustainability information in annual report. The purpose of this paper is to examine the relation between Corporate Sustainability Disclosure and listed companies' financial performance in Vietnam stock market. Equally weighted value sustainability disclosure is adopted as proxies for prior CSR sustainability performance and the regression models are used to control the related variables from 2016 to 2019. The study examines disclosure information from 364 annual reports of 100 listed companies and use ordinary least square (OLS) estimator to show the evidence between CSR disclosure and financial performance of listed companies in Vietnam. The empirical results indicate that Vietnam listed company's financial performance significant negative related to CSR disclosure. This paper advances findings from previous studies Chon and Kim (2011), Kang and Kim (2010), Park and Lee (2002) that firms with high levels of corporate expenditure on social and environmental issues relinquish their strategic advantages to competitors and thus become more susceptible to financial losses and financial distress that lead negatively affect the maximization of profits and shareholder values. This study not only contributes to previous research but also contributes to Vietnam research in sustainability disclosure and its performance.

Keywords: *CSR, Sustainability disclosure, sustainability performance, Financial performance, Vietnam*

28. Paper ID 80

Service quality as a Black Swan Countering Mechanism for Vietnamese Commercial Banks: A Network Data Analysis

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ABSTRACT

The year 2020 has been marked as a year with many difficulties and challenges. The unexpected “arrival” of the Covid-19 pandemic globally in late 2019 was indeed the realization of the *Black Swan* concept written by Taleb (2008). This paper is written based on a recent applied research undertaken on commercial banks in Vietnam. Globally, and specifically in Vietnam, commercial banks have continuously announced lending interest rate reductions to support and accompany customers to overcome the adverse impacts of the Covid-19 pandemic. Within this challenging climate, commercial banks in Vietnam needs to explore their competitive edge to survive the pandemic. Specifically, the study analyzes the factors affecting the quality of real estate mortgage valuation services and the influence of such valuation on consumer loan intention and buying behavior in Vietnamese commercial banks. The study was conducted in 3 major cities of Vietnam, Hanoi, Ho Chi Minh and Da Nang, these 3 cities represent the 3 regions of the country: The North, the Central and the South. The research results identified several factors that affect the quality of real estate mortgage valuation services. Traditionally, factors such as reliability, responsiveness, guarantees, sympathy, and professional qualifications of appraisal staff are found to impact the valuation service. A new “spiritual factor” is found to have a positive and statistically significant impact on the buying behavior of customers. Finally, the interest rate variable has a statistically significant moderating role in the relationship between consumers’ borrowing intentions and their buying behavior.

Keywords: *Service Quality, Commercial Banks, Network Data Analysis, Black Swan, Covid-19 pandemic, Vietnam*

Talk paper, and Research Forum Materials (Paper ID order)

B. Talk Paper

1. Paper ID 73

Overview on Tesla before Endowment

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ABSTRACT

The issues of climate change, global warming and the depletion of fossil resources have prepared the way for electric vehicles, many countries circulation mitigation strategies and policy measures to support the rise of electric vehicles (EV). The instance evolution of power electronics technologies has perceived high energy-efficient vehicles. Electric vehicles could reduce global CO₂ emission or global greenhouse gas emission (GHG) as the high number of energy consumption in the global transportation. Electric vehicles seem to be a great news, as the global tried to decrease itself off fossil fuels. Due to the rapidly growing market for electric vehicles (EV), the potential for pursued exponential growth in the future and appropriate regulations on vehicle and safety emissions and expectations of customers on shifting have been implemented following the effort of Tesla Motors Inc. In the launch of the company facilitated by Elon Reeve Musk, emphasized the company mission of achieving sustainable transport through establishing compelling electric vehicles. Elon Musk conducts engineering, product designs, industrial designs, global manufacturing, solar energy products and battery products. This article will give you information about the Tesla Motors Inc history, company performance, threats, business model canvas of the company, and tools of business model communication.

Keywords: *Electric Vehicles, Sustainable Transport, Business Model, Company Performance*

C. Research Forum Materials (APMAA collaborative research team)

1. Paper ID 81

Comparative Management Accounting Research Protocol –An Institutional Perspective

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ABSTRACT

This paper introduces the Talks and poster session # 1. It is the starting point of a global research project in the perspective of the 2024 APMAA anniversary. We propose a protocol to compare management accounting theories and practices in different countries and to observe the developments in terms of convergences and divergences. The purpose of this paper is not to fix things definitively, but rather to stimulate discussion in order to move on to a more active phase of the project. The main research question is: Is there a convergence of management accounting systems due to the globalization of the economy. Other questions are also of importance: Are specificities still important? What are the institutional factors influencing the observed evolutions and in which direction? What can we learn from observing the management accounting of large national companies about these phenomena of convergence and divergence? The proposal of the research that will be debated is as follows: Despite the cultural dominance of English-speaking countries in management accounting, non-English speaking countries have strong institutional and cultural roots that still influence their forms of management accounting. The first part is about the theoretical background presenting an institutional approach. The second part describes the protocol of the research. The third part illustrates the protocol with two countries: France and Moldova. A short discussion ends the paper.

Keywords: *Comparative Management Accounting, Convergence, Divergence, Neo-Institutional Theory, France, Moldova*