The Role of Top Management and Its Impact on the Use of Management Accounting Systems and Accounting Profitability

A field study on the private sector in Sulaymaniyah Governorate

Salar Hussein Mohammed[1], Rzgar Hama Rashid Ahmed[2], Kamaran Hussain Ahmad[3] , Shakhawan Saeed Sangawi[*4], Kaiwan Hasan Salih[5]

[1&4] Department of Accounting, College of Administration and Economics, Charmo University, Sulaimani, Kurdistan Region, Iraq.

[2] Dukan Technical Institute, Bank Administration, Sulaimani Polytechnic University, Sulaimani, KRG – Iraq

[3] Technical Accounting Department, Technical College of Administration (TCA), Sulaimani Polytechnic University, Sulaimani, KRG – Iraq.

[5] Derbanikhan Technical Institute, Department of Accounting, Sulaimani Polytechnic University, Sulaimani, KRG – Iraq

***Abstract*— The objective of this study is to investigate the role of senior managerial positions and their impact on management accounting systems and profitability within companies. It is a quantitative study where multiple regression analysis used, which resulted in the development of two models. To evaluate the impact of the independent variable consisting of key executive roles, Chief Operating Officer, Chief Financial Officer, Chief Marketing Officer, and Chief Human Resources Officer. on the dependent variable measured by activity-based costing and net profit margin. 115 questionnaires were distributed to companies and organizations, and was answered correctly in 92.17% of the questionnaires. The questionnaire was analyzed quantitatively using statistical software (SPSS 26). The results show that in the first model, the chief operating officer has a non-significant positive effect on activity-based costing. At the same time, the chief financial officer has a non-significant negative impact on activity-based costing. However, both the Chief Marketing Officer and the Chief Human Resources Officer have a significant positive impact on activity-based costing. However, the results of Model 2 show that only the chief human resource officer has a significant positive effect on the net profit margin. The other variables have no effect.**

***Index Terms*- Activity-Based Costing, Net Profit Margin, Chief Financial Officer, Chief Marketing Officer, Chief Human Resources Officer.**

I. INTRODUCTION

This manuscript explores the impact of senior leadership on the implementation and effectiveness of management accounting systems (MAS), highlighting the correlation between these factors and improved accounting profitability. It emphasizes the importance of leadership in creating a conducive environment for effective financial management and strategic decision-making in today's volatile business environment. Recent studies highlight the crucial role of senior management in enhancing the effectiveness and application of management accounting systems (MAS) within organizations. Top management's endorsement significantly impacts the utilization of MAS through intermediary variables like user satisfaction and training (Pedroso & Gomes, 2024). The interactive engagement of senior management teams in MAS promotes sustainable knowledge acquisition and enhances organizational performance (Vásquez & David Naranjo-Gil 2, 2020). Therefore, a computer program that gathers, examines, and evaluates accounting data is an accounting information system. Numerous tools have been developed to assist accountants better and make accounting tasks easier. (Mohammed et al., 2024) MAS significantly impacts managerial and organizational performance, influenced by factors like user training, task uncertainty, and decision-making decentralization (Pedroso & Gomes, 2024). Top management's support is crucial for maintaining the integrity of accounting information systems, which in turn affects the quality of the generated accounting information (Astuti & RWulandari, 2020). More generally, these studies highlight the importance of active top management involvement in the use of MAS to improve decision-making, performance, and competitiveness in SMEs and manufacturing sectors. Recent scholarly investigations consistently emphasize the paramount importance of executive management endorsement in facilitating the effective implementation and utilization of Management Accounting Systems (MAS). For instance, (Pedroso & Gomes, 2024) research indicates that proactive top

Journal of University of Human Development
Volume 12 No. 4(2026); DOI: 10.21928/juhd.v12n4y2026.pp1-13
Regular research paper: Received 1 October 2025; Accepted 7 December 2025; Published 4 October 2026
Corresponding author's e-mail: salar.hussein@chu.edu.iq, rzgar.ahmed@spu.edu.iq, kamaran.hussain@spu.edu.iq, shaxawan.saed@chu.edu.iq, kaiwan.hassan@spu.edu.iq
Copyright ©2026 Salar Hussein Mohammed, Rzgar Hama Rashid Ahmed, Kamaran Hussain Ahmad, Shakhawan Saeed Sangawi, Kaiwan Hasan Salih. This is an open access article distributed under the Creative Commons Attribution License (CC BY-NC-ND 4.0)

management engagement significantly enhances the use of MAS information in crucial decision-making activities within SMEs. User satisfaction and comprehensive training are crucial in promoting business success in SMEs. (Alvarez et al., 2021a) confirmed the positive relationship between management accounting practices (MAP) and better business outcomes, with MAP users consistently outperforming non-users, highlighting the significant influence of these practices on SMEs' success. Improved company performance is a direct result of senior management's strategic alignment of MAS with corporate goals, which goes beyond simple adoption. According to (Ghazalat et al., 2025a), MAS adoption is improved by a number of aspects, including decentralization, accounting staff credentials, and the application of low-cost and differentiation methods. Importantly, (Ghazalat et al., 2025a) study shows that MAS mediates the link between these variable elements and SMEs' eventual success in addition to greatly enhancing overall company performance. This implies that MAS serves as an essential channel for converting strategy objectives into observable performance improvements. Additionally, the acceptance and successful use of strategic management accounting (SMA) are significantly influenced by the traits of the top management teams (TMT) themselves. Lagged financial success is a key factor in determining how much SMA is used, according to (Pavlatos & Kostakis, 2018). Furthermore, it was discovered that TMT attributes, including tenure, inventiveness, and educational background, have an impact on the uptake and use of SMA tools. This highlights that to achieve strategic goals, the human element at the leadership level is just as important as the technical parts of MAS.

Significant advantages are also obtained by incorporating management accounting concepts into larger management control systems (MCS), especially in the public sector. Incorporating management accounting into MCS improves resource allocation, encourages performance-based budgeting and auditing, and dramatically lowers corruption while boosting transparency, as demonstrated by (Salmanzadeh et al., 2022). Supported by management accounting, an effective MCS enhances decision-making, employee motivation, and service effectiveness, all of which eventually increase overall organizational performance. In summary, the data suggest that strategic direction and dedication from upper management are crucial for optimizing management accounting systems, and collaboration between senior management and MAS is essential for long-term organizational success, accountability, transparency, and business performance. This paper is organized as follows. The literature evaluation, research model, and generation of research hypotheses are all discussed in Section 2. The methodology is presented in Section 3, and the study's findings are presented in Section 4. A review of the results is undertaken in Section 5, along with a summary of the study's shortcomings and recommendations for further research.

II. Literature Review

Based on the study (Pedroso & Gomes, 2024) mentions that it examines the effect of top management support on the use of the Management Accounting System (MAS) in SMEs. It investigates the mediating role of four variables related to organizational decision orientation and user issues. The findings suggest that top management can enhance the use of MAS information in decision-making processes, while user satisfaction and training play an important role.

According to the study (Alvarez et al., 2021b), the performance of SMEs in the province of Buenos Aires is evaluated concerning the implementation of the Management Accounting System (MAS). Data were collected using a questionnaire and a purposive sampling technique. The impact of MAS systems on organizational performance was examined by MAS users and MAS non-users using quantitative methodology. The results show that MAS tools and business success have a positive and significant relationship, with MAS users outperforming non-users. Furthermore, while non-users' MAS tended to focus on conventional tools such as budgeting and cost accounting. Users of the management accounting approach showed interest in new strategic management accounting (MAS) tools.

This study, conducted by (Vásquez & Naranjo-Gil, 2020) investigates how the board structure of senior management in institutions helps in learning new knowledge. The impact of interactive management accounting systems (MASs) on sustainable business performance has also been examined in management accounting research. were surveyed in large manufacturing companies in the Republic of Ecuador. The partial least squares approach was used to examine the results. where the results showed that the adoption of a management accounting system had a favorable effect on the knowledge acquisition processes in a sustainable manner. Also, at the same time, the results showed that using MASs interactively for knowledge acquisition improves firm performance.

This paper (Gol & Gol, 2025), examines the function of the hospital management accounting system (MAS) in pharmaceutical cost optimization. Effective cost control is essential because health care costs are increasing. The study looks at how drug cost tracking and allocation systems, such as activity-based costing (ABC) and standard costing, help hospitals make better decisions about prescribing, inventory management, and supply. The results show that hospitals with strong MAS are better at reducing pharmaceutical costs and enhancing resource utilization and financial sustainability, improving clinical and economic outcomes. This study (Gonçalves & Gaio, 2020), looks at how 500 significant Portuguese companies use and design management accounting (MA) technologies in relation to their worldwide market position, innovation, and value strategy. The findings indicate that system design and MA intensity are in line with market position and value focus, which influences innovation. The study uses a variety of analytical techniques to validate findings and emphasizes the significance of internal consistency in MA systems. According to the study (Saedon et al., 2023), which works on the performance of Malaysian public universities in relation to the implementation of activity-based costing (ABC) and top management support, has been examined. The results of the PLS-SEM analysis of survey data from senior finance officers in 20 universities (n = 83, valid responses) indicate that management support significantly encourages the adoption of ABC. The adoption of ABC also improves the effectiveness and

efficiency of universities. However, the relationship between ABC adoption and performance was not strengthened by technical improvement. Overall, the study found that ABC can enhance the efficiency and efficiency of public universities. At the same time, the (Mahal & Md. Akram Hossain, 2015) study, in general, the research on activity-based costing (ABC) is collected in this article. Includes US and European cases, with an examination of Nestlé Bangladesh Ltd.'s ABC implementation. The analysis shows how, based on industry characteristics, ABC is applied differently across industries such as manufacturing, technology, and services. Overall, the ABC system has been successful in most industries. Therefore, in the 1980s, scientists developed costing based on the ABC activity, which was intended to better support strategic decisions, while addressing the shortcomings of traditional cost accounting. ABC/M has emerged as an information system for entrepreneurial decision-making in this study. The authors describe the impact of ABC/M management on product design, quality control, inventory, capacity, and workforce management using a conceptual model known as the Operations Hexagon. Overall, the study shows how ABC/M helps operations managers in reaching better decisions (Gupta & Galloway, 2003). Despite the progress that has been made in all areas of life. However, according to (AL-NASSER et al., 2025) notes that in the Iraqi industrial sector, where traditional costing is still prevalent, this paper investigates how combining activity-based costing (ABC) with financial reporting quality (FRQ) may increase transparency and profitability. The study concludes that ABC improves cost accuracy and enhances the quality of financial reporting by applying PLS-SEM analysis to survey data from 268 financial managers and accountants. Due to increased openness, businesses using ABC also reported a 20% increase in investor confidence. The use of ABC enhances the usefulness of departments, and the use of a broader system enhances user satisfaction. Acceptance also reinforces the organization's intention to continue using the technology. That results This study shows that firms can reduce resistance to new accounting systems by highlighting their practical benefits for each department (Al-dhubaibi, 2021b).

According to a study (Pavlatos & Kostakis, 2018) The effects of top management team characteristics (TMT) and financial performance on the use of strategic management accounting (SMA) are investigated. Data from 94 companies were analyzed; the results showed that lagged financial performance is a significant factor affecting the use of SMA. Low-profit organizations in the past have adopted and used innovative SMA tools more extensively due to economic crises. TMT characteristics, such as educational background, tenure, and creativity, influenced the adoption and use of SMA tools. The study highlights the importance of considering TMT characteristics when selecting top management and the need for better communication between marketing and accounting managers to improve firm performance. The study also provides insight into the impact of historical performance on the use of MAI and TMT characteristics in accounting choices outside the United States.

According to the study (Shi, 2021), which examines the effect of capital structure on profitability in the fast-moving industry using strategic management accounting. The findings show that large SF assets raise profit margins, while smaller firms face declining earnings. Effective asset management and capital support improve SF's net worth growth. Computer analysis of assets outperforms big data, offering valuable insights for assessing profitability in companies in the fast-paced industry.

(Azudin & Mansor, 2018) Focusing on cost effectiveness and global business changes has pushed SMEs towards sustainability. The practical benefits of management accounting (MAPs) in improving sustainability through profitability planning, performance evaluation, and budgeting have been noted in the management accounting literature. Because there is no standard, MAPs vary from company to company and are influenced by management accounting information systems. By examining the development of MAP and the effects of organizational DNA, business capability, and operational technology in Malaysian SMEs. This paper fills a gap in the literature on management accounting from the perspective of developing economies. 310 questionnaires were sent to SMEs on the east coast of Malaysia using contingency theory, and 102 valid responses were examined. The first two stages of Nishimura's (2003) MAP development paradigm have been adopted by these SMEs, according to the findings. According to the regression analysis, organizational DNA and business capability have no obvious influence on MAPs; only operating technology has a significant impact.

Based on hierarchy theory, which holds that the characteristics of top managers affect organizational outcomes, this paper (Berisha & Miftari, 2022) investigates how CEO and CFO characteristics affect the use of management accounting techniques (MAT). According to the report, the adoption of MAT is influenced by the training and experience of executives and the involvement of accountants in strategic choices. Data from 154 Kosovo manufacturing enterprises were collected using IFAC's four-stage MAT methodology. Regression, chi-square, and t tests were among the statistical tests used. The results indicate that CEO/CFO experience enhances the use of most phases of the MAT. Conversely, (Qiao et al., 2024) reported that overconfident CFOs reduce conditional accounting conservatism, signaling private information and affecting earnings informativeness, particularly when CFOs have greater authority. CEO-CFO dynamics also affect CEO compensation and earnings management strategies (Dikolli et al., 2020).

This study (Nath & Bharadwaj, 2020), looks at how the presence of a chief marketing officer (CMO) affects firm performance and how other senior executives (CXOs) affect this relationship in different strategic and environmental contexts. study using a panel of 401 U.S. manufacturers. It concludes that the supply chain CEO affects CMO effects based on firm differentiation or diversification, the technology CEO affects CMO effects based on innovation or cost focus, and the sales CEO strengthens CMO effects in volatile industries. This study shows that a poorly designed (54% misaligned) CMO role contributes to performance dysfunction and highlights the need for better role alignment, offering guidance for the CEO and CMO (Whitler et al., 2025).

A. Top Management

The top management in the organization decides the direction in which it will achieve its objectives. Overview: The way the organization is run not only depends on the top management,

but it is also one of the important factors that affects the change in the business working process (Jauhar & Lau, 2018). However, top management support has a significant impact on corporate strategy, including environmental certification processes. Partially important, the hierarchy hypothesis highlights the importance of top management in strategic decision-making. Because they establish strategies based on the organization's internal resources and skills, recognizing the opportunities and pressures from the external environment (Ma et al., 2021). The top management team, when collaborating with another powerful position, builds relationships and gives rise to educational innovation, and top management knowledge can have a significant impact on open innovation, which in turn can affect firm performance (Prokop & Hajek, 2023). Top management must pay great attention to creating an environment where members feel secure in their work environment to achieve its objective. Their leadership, interests, insights, and incentives are vital to the success of the project. The timely availability of resources is an important aspect of management support, and it plays a vital role in facilitating and providing the necessary resources for project success (Fareed & Su, 2022). Therefore, it plays a crucial role in overcoming risks to change by providing technical support and training to facilitate organizational change (Pedroso & Gomes, 2024) Three concepts make up top management, namely transitional leadership, which includes a hierarchical decision structure; empowerment leadership, which includes a digital component such as engagement; and laissez-faire leadership, which can be conceptualized with a customized design component (Chatterjee et al., 2022). One of the key factors influencing an organization's ability to achieve sustainable development is the sustained involvement of top management in management. In addition to providing input to the board of directors and serving as role models for sustainability projects, senior managers should actively support and lead the development of the company's work environment. On the other hand, research indicates that if top management is not committed to the work environment, its efforts will fail, and performance in the organization will suffer (Haldorai et al., 2022).

B. Management Accounting Systems.

Management accounting systems are considered the main source of information because they are the most important subset of management information systems (Salmanzadeh et al., 2022). The management accounting system applies to both manufacturing and trading companies, as well as service companies, which produce intangible products, with the intention of generating profits (Kesumawati et al., 2019). Management accounting practice is a systematic accounting system that includes budgeting and product costing to support organizational goal attainment. Different types of firms should utilize MAS based on their operational requirement, and to achieve successful accounting profitability, a firm needs to use an optimal MAS dictated by both the requirements of their operating environment and their organizational structures (Herliansyah, 2018). Information from management accounting is used by organizations in many different ways, and it is particularly important to the efficient management process. Information from management accounting also helps the firm perform by providing feedback on how well the strategic plans are being carried out and the job is being completed, which in turn boosts the national economy (Alabdullah, 2019). Management accounting systems are essential for companies' survival and development, as they offer competitive advantages and adapt to global challenges as business aggregates evolve (Macchia, 2019). In companies, in order to achieve the specified goal, a plan is needed. This plan is carried out with the knowledge of the management after providing all its requirements (Ghanbari & Vaseli, 2015).

C. Activity-Based Costing (ABC)

The activity-based costing (ABC) method is cited as one of the reference tools for determining a more accurate costing system, since it takes all aspects of costing and then analyzes them to determine the cost of the product (Almeida & Cunha, 2017). So the needs of companies were instrumental to the emergence of this type of system to overcome the traditional systematic method of cost accounting, introducing a new cost system (Mahal, 2016). This system emerged in the United States in the 1980s. This was to help companies better control costs and protect themselves (Quesado & Silva, 2021). This system emerged due to market demands and technological progress, where raw materials and labor directly affect production (Borges et al., 2024). Developments should be adapted to contemporary industrial processes and technologies. Managers, therefore, decided to rely on ABC when allocating costs to activities and then to goods and services so as not to lose competitiveness in the labor market with developments (Al-dhubaibi, 2021a). Implementing activity-based costing (ABC), requires four steps. Step 1: Identify the activities by analyzing the work processes of each work center, ensuring that all activities are clearly defined and recorded. The second step is to secure reasons to track cost sources for activities, which can be classified into direct costs, indirect costs, and general/administrative costs. Direct costs are those directly associated with products, while indirect costs cannot be directly determined. Step 3: Clearly define the type of products or services. The final step is to allocate the cost of activities or products based on the usage of the activities using a cost engine. Following these steps allows accurate cost information to be obtained (Zamrud & Abu, 2020).

D. Accounting Profitability

The profitability ratio is the company's level of profitability after all expenses have been paid, taking into account fluctuations in revenues and expenses. Expenses are affected by sales revenue and can fluctuate, increase, decrease, or remain constant (Ibrahim et al., 2025). The profitability of resources used should lead to incremental profits in firms in the economic cycle, allowing management to track costs and increase productivity. Whereas, resources used help track costs and ensure the financial health of the company (Ahmed, 2022). Therefore, it refers to the ability of an investment or asset to generate financial returns over cost. The rate of return is determined by reporting performance indicators based on effort indicators, such as economic capital, shares, or costs. The economic rate of return is the ratio between economic output and the means used to achieve it (GIRMAY, 2017). The higher accounting profit margin is the reason for strengthening the company's position in the market, reassuring creditors, and

enabling financing for timely investment (Kamal Ahmad et al., 2024). Accounting profit enhances market position, reassures lenders, and supports investment financing for increased profitability (Sangawi et al., 2023) Capital finance is driven by profit since companies aim to produce returns that outweigh their expenses and show sound financial management (Kesumawati et al., 2019) Profitability, which is determined by comparing assets and profits over time, including through debt or equity, is a critical component in determining a business's viability (Shi, 2021).

III. Theoretical Framework

A. *Contingency Theory*

Contingency theory explains the environment that generally affects the activity of the firm (Ghazalat et al., 2025b). At the same time, this theory indicates that no universal accounting system that is appropriate exists in management accounting. Rather, it is the impact that a system creates that depends on the company's work environment. Among them, the structure of plans and strategies, technological advances, top management policies and the work environment play an important role in adapting the management accounting system to the activities of the company (Azudin & Mansor, 2018). Therefore, the design of accounting management and control systems should not take into account any work, size, technology, or culture, but should be designed at your own discretion. Management accounting practices have been developed throughout the 20th century (Ahmed Mohamed Ghandour, 2021).

B. *Upper Echelons Theory*

According to the upper echelons' theory, the values, perspectives and cognitive bases possessed by top managers are reflected in work outcomes in firms. Therefore, this theory suggests that all the specific characteristics and behaviors of executives generally have a significant impact on corporate planning and strategy. This theory is one of the most appropriate for management accounting. This theory posits that top management's attitudes towards analytically capable accounting information influence the organization's use of these systems (Pavlatos & Kostakis, 2018). Therefore, this theory works in general, on all aspects of employee achievement through multidisciplinary collaboration. Because the higher the cognitive level of the employee, the wider the range of strategic perspectives (Vásquez & David Naranjo-Gil, 2020). Because this type of employee motivation and support is a major factor in the acceptance of changes by employees, as they read the changes in a direction that they are strategic for the company (Pedroso & Gomes, 2024).

This paper proposes a conceptual model that links top management involvement, management accounting system effectiveness, and accounting profitability on based on theoretical foundations and literature review. According to the concept, a number of mediating factors, such as resource allocation, organizational culture, user acceptance, and system quality, determine how effective a MAS is. Through better decision-making, cost control and strategic alignment, MAS effectiveness in turn influences profitability.

This study aims to empirically prove the role of senior management on the use of management accounting systems and profitability in private sector companies in Sulaimani. Because most previous research does not address the role and influence of senior management in the work environment, as observed during the rise of inflation and global recession crises. Therefore, there is a need for researchers' attention to mitigate these concerns. Therefore, this study considers it necessary to highlight the role of top management in implementing the ABS implementation process, which plays an important role in management accounting and net profit margin, which is a good indicator of disclosure of production resources in companies. At the same time, it is a better guide for future research. In other words, the results of the study are responsive to the hypotheses presented. This is because a large number of studies have been conducted on ABC in different environments in recent years. We also conclude by highlighting the shortcomings, conclusions, hypothesis testing, and suggestions of the study for future research.

Hypotheses Development

H1: The chief operating officer has a significant positive role in the use of activity-based costing.

H2: The Chief Financial Officer has a significant positive role in the use of activity-based costing.

H3: The Chief Marketing Officer has a significant positive role in the use of activity-based costing.

H4: The Chief Human Resources Officer has a significant positive role in the use of activity-based costing.

H5: The Chief Operating Officer has a significant positive role in the Net Profit Margin.

H6: The Chief Financial Officer has a significant positive role in the Net Profit Margin.

H7: The Chief Marketing Officer has a significant positive role in the Net Profit Margin.

H8: The Chief Human Resources Officer has a significant positive role in the Net Profit Margin.

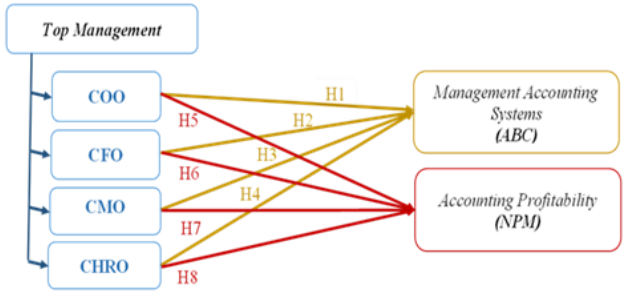


Fig. 1. Theoretical Framework

IV. Research Design and Methodology

A. *Research Methodology*

This study follows the quantitative approach research method regarding the role of top management and its effects on the use of management accounting systems and accounting profitability. where the data were divided into two models in order to show the effect of each independent variable, which was top management measured by each of the Chief Operating Officer, Chief Financial Officer, Chief Marketing Officer, and Chief Human Resource Officer. On each of the dependent variables represented by the accounting management system and accounting profitability, activity-based costing was

determined as a measure of the accounting management system, and net profit margin was determined as a measure of accounting profitability. The questionnaires were targeted and distributed to employees and managers of private sector institutions.

B. Data Collection

To demonstrate the role of senior management and its impact on the use of management accounting systems and accounting profitability, this is a field study on the private sector in Sulaimani province. A questionnaire form was used to collect information on the effect of each variable on the dependent variable. The questionnaire was divided into two research models. That part of the independent variable was divided into four variables consisting of Chief Operating Officer, Chief Financial Officer, Chief Marketing Officer, and Chief Human Resource Officer. In contrast, the dependent variable was also divided into the two models, consisting of activity-based costs and net profit margins, where the answers to the questions were arranged in Likert format. A total of 115 questionnaires were distributed to employees and managers of companies and organizations, which were correctly completed in 92.17% of the questionnaires.

TABLE I
CASE PROCESSING SUMMARY

		N	%
Cases	Valid	106	92.17
	Excluded a	9	7.83
	Total	115	100.0

Source: SPSS Version 26 data processing

C. Data Analysis

Multiple regression, Cronbach's alpha, ANOVA, regression, and correlation were employed to analyze the relationship between variables, a key component of the study. To show the role and effect of each of the independent variables on the dependent variables in both research models using software (SPSS version 26.0). It was therefore considered necessary to use the regression model as a major part of the study, which was thus restructured.

Model 1:

$$ABC = a + \beta 1COO + \beta 2CFO + \beta 3CMO + \beta 4CHRO + e \dots\dots (1)$$

Model 2:

$$NPM = a + \beta 1COO + \beta 2CFO + \beta 3CMO + \beta 4CHRO + e \dots\dots (2)$$

Description:

ABC: Activity-Based Costing (Dependent variables).

NPM: Net Profit Margin (Dependent variables).

COO: Chief Operating Officer (Type of Independent Variables).

CFO: Chief Financial Officer (Type of Independent Variables).

CMO: Chief Marketing Officer (Type of Independent Variables).

CHRO: Chief Human Resources Officer (Type of Independent Variables).

a: Constants.

β1, β4: Partial Coefficient Regression

e: Error

V. RESULTS AND DISCUSSION

A. Statistics, Descriptive

According to the results presented in Table 1, which indicate the statistical analysis based on the demographics of the respondents, the following findings are reported: a total of 115 cases, with 106 cases (92.17%) deemed valid and included in the analysis. 9 cases (7.83%) were excluded due to missing or incomplete data. Therefore, the final analysis was based on 106 valid cases.

TABLE 2
DESCRIPTIVE STATISTICS

Model	ABC Mean	ABC Std. Deviation	NPM Mean	NPM Std. Deviation	N
ABC	3.5952	.88595	3.5625	.86881	106
COO	3.52	1.282	3.52	1.282	106
CFO	3.93	1.089	3.93	1.089	106
CMO	3.41	1.177	3.41	1.177	106
CHRO	3.42	1.241	3.42	1.241	106

Source: SPSS Version 26 data processing

Table 2 displays descriptive data for the five managerial positions (ABC, COO, CFO, CMO, and CHRO) based on key ABC and NPM performance measures. That is a sample size of 106 for all variables, which shows when the effect of each role is compared to its roles. Then, the CFO role had the highest average score on each of the respective ABC (3.93) and NPM, this result suggesting superior performance or understanding of these variables. CMO and CHRO have comparable means of 3.41 and 3.42, respectively, while COO ranks second with an average of 3.52 on both dependent variables, with a mean score of 3.60 for ABC and 3.56 for NPM. The ABC model outperformed COO, CMO, and CHRO by a small margin. Standard deviation figures, which represent a mean variation in respondents' ratings, range from about 0.87 to 1.28. The ABC and CFO roles have less variation (by approximately 0.89 and 1.09), indicating more consistent evaluations, while the COO role has the largest variation (1.282), indicating wider differences in perceptions or performance evaluations.

TABLE 3
EXPERIENCE

		Frequency	Percent	Valid Percent	Cumulative Percent
V	Less than 1 Year	15	14.15	14.15	14.15
	1 - 3 Year	27	25.47	25.47	39.62
	4 - 6 Years	22	20.75	20.75	60.37
	Greater than 6 years	42	39.63	39.63	100.0
	Total	106	100.0	100.0	

Source: SPSS Version 26 data processing

Table 3 shows the results of respondents' experience by years of service for each of the respondents. Results: There were 42 participants, which is 39.63%, with more than six years of experience. The lowest percentage of respondents with less than one year of work experience was 15 participants (14.15%). Those with 1-3 years of experience numbered 27 participants,

of whom 25.47% were respondents. In addition, those with 4-6 years of experience: 22 participants (20.75%). A total of 106 participants correctly participated in the survey; the highest percentage (39.63%) had more than six years of experience.

TABLE 4
TYPE SECTORS PARTICIPANTS

		Frequency	Percent	Valid Percent	Cumulative Percent
V	Manufacturing Sector	50	47.17	47.17	47.17
	Technology Sector	2	1.89	1.89	49.06
	Financial Services and Health Sectors	10	9.43	9.43	58.49
	Other Sectors	44	41.51	41.51	100.0
	Total	106	100.0	100.0	

Source: SPSS Version 26 data processing

Table 4 shows the results of the characteristics of the respondents, according to the sectors in which they work, which are divided into four sectors. That included 106 survey forms that were correctly returned. The majority, 47.17%, work in the manufacturing sector, making them the most represented with 50 participants. Other sectors include financial services and health (9.43%), with 10 participants; technology (1.89%), with 2 participants; and various other sectors (41.51%), with 44 participants.

TABLE 5
SIZE OF THE COMPANY

		Frequency	Percent	Valid Percent	Cumulative Percent
V	Fewer than 50 employees	34	32.07	32.07	32.07
	51 - 200 employees	24	22.64	22.64	54.71
	201 - 500 employees	26	24.53	24.53	79.24
	More than 500 employees	22	20.76	20.76	100.0
	Total	106	100.0	100.0	

Source: SPSS Version 26 data processing

Table 5 presents the number of employees working for the institutions. Based on the forms duly answered by the respondents, consisting of 106 forms. The data show that a substantial proportion of organizations, approximately 32%, are small in size, with fewer than 50 employees. Additionally, medium-sized establishments with 51 to 200 employees account for approximately 23%. This is while those with 201 to 500 employees make up about 25% of the sample. Large institutions with more than 500 employees accounted for about 21% of the respondents. This distribution suggests a relatively balanced representation of small, medium, and large organizations within the sample. Such diversity in organizational size is important for research because it allows for a more comprehensive analysis of factors that may vary by firm size, such as resource availability, internal control, management practices, or decision-making processes.

TABLE 6
ADMINISTRATIVE POSITIONS

		Frequency	Percent	Valid Percent	Cumulative Percent
V	CFO	39	36.8	36.8	36.8
	COO	32	30.18	30.18	66.98
	CMO	5	4.71	4.71	71.69
	CHRO	30	28.31	28.31	100.0
	Total	106	100.0	100.0	

Source: SPSS Version 26 data processing

The results of Table 6 present the level of responsibility of the respondents in the companies. The respondents with the highest participation, 36.8% of the total, were chief financial officers (CFOs). In second place were the respondents with chief operating officers (COOs), accounting for 30.18%. Meanwhile, in third place are the respondents who are chief human resource officers (CHRO), accounting for 28.31% of the sample. The fourth tier consists of respondents who were chief marketing officers (CMOs), accounting for only 4.71%. According to this breakdown of the survey, there was a strong internal management perspective, as the majority of respondents were from finance, administration, and human resources departments. Limited engagement in customer-facing or market-facing strategies may result from under-representation by marketing managers. All these factors should be considered, structuring the samples to facilitate an accurate understanding of the tasks from the senior management perspective.

TABLE 7
RELIABILITY STATISTICS

Model	Cronbach's Alpha	N of Items
ABC	.857	5
NPM	.852	5

Source: SPSS Version 26 data processing

In Table 7 the results tell us the questionnaire used in the study to explain the relationship between the variables. Therefore, reliability testing was used in order to apply Cronbach's alpha method, which is one of the methods used to evaluate questionnaires. The table results show the Cronbach's alpha values evaluating the reliability of two scales, ABC (0.857) and NPM (0.852), each based on a Likert scale, which are displayed in the table. Results The Cronbach's alpha for both the dependent variables is more than 85%, which result also shows that the correlation between the questions is good. Therefore, the questionnaire created for the variables used as measurement factors of the variables was reliable to the respondents.

B. Results of Correlation

TABLE 8
CORRELATIONS MODEL (ABC)

		ABC	COO	CFO	CMO	CHRO
ABC	Pearson Correlation	1				
	Sig.					
COO	Pearson Correlation	.411**	1			
	Sig.	.000				
CFO	Pearson Correlation	.272**	.557**	1		
	Sig.	.005	.000			
CMO	Pearson Correlation	.531**	.629**	.400**	1	
	Sig.	.000	.000	.000		
CHRO	Pearson Correlation	.531**	.672**	.563**	.737**	1
	Sig.	.000	.000	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Version 26 data processing

Table 8 measures the results of testing the relationship between the independent variables on the dependent variable in

the first model (ABC). The independent variables are COO, CFO, CMO, and CHRO, while the dependent variable is ABC. The results shown in the table have all significance levels less than 0.01, so all correlations are significant. This indicates that the probability of these interactions occurring at random is less than 1%. The relationships between ABC and COO (0.411), CFO (0.272), CMO (0.531), and CHRO (0.531) are somehow moderately positive. This suggests that there is an indication that higher levels of ABC are associated with skill enhancement. The strong correlations between COO and CFO (0.557), CMO (0.629), and CHRO (0.672) indicate that operational managers are closely related to managers in marketing, finance, and human resources. The relationship between financial responsibility and human resources is represented by moderate to strong correlations between the CFO and CMO (0.400) and CHRO (0.563). There is a significant correlation between marketing functions and human resources, as shown by the strongest correlation (0.737) between CMO and CHRO.

TABLE 9
CORRELATIONS MODEL (NPM)

		NPF	COO	CFO	CMO	CHRO
NPM	Pearson Correlation	1				
	Sig.					
COO	Pearson Correlation	.427**	1			
	Sig.	.000				
CFO	Pearson Correlation	.450**	.557**	1		
	Sig.	.000	.000			
CMO	Pearson Correlation	.408**	.629**	.400**	1	
	Sig.	.000	.000	.000		
CHRO	Pearson Correlation	.591**	.672**	.563**	.737**	1
	Sig.	.000	.000	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Version 26 data processing

Table 9 shows the results of the Pearson correlation analysis. that the COO, CFO, CMO, and CHRO have a statistically significant positive relationship with net profitability (NPM) in the second model. Meanwhile, between CHRO and NPM, there is a strong correlation of 0.591, indicating that human resource leadership makes a significant contribution to financial performance. The results of the CFO with 0.450, the COO with 0.427, and the CMO with 0.408 also show a moderate relationship with NPM in the second model.

C. Results of Regression

TABLE 10
MODEL SUMMARY B

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
ABC	.571a	.326	.299	.74173
NPM	.609a	.370	.346	.70284

a. Predictors: (Constant), CHRO, CFO, COO, CMO
b. Dependent Variable: ABC
c. Dependent Variable: NPF
Source: SPSS Version 26 data processing

According to the result of Table 10, the value of R = 0.571; this result suggests that there is a strong relationship between the independent and dependent variables. That is, 57.1% of the variation in the dependent variable is due to the influence of the independent variables mentioned. 42.9% of the variation in the dependent variable was due to other variables not mentioned in the study. The regression findings show that the ABC model accounts for 32.6% of the variance in the dependent variable. In contrast, the NPM model performed better, explaining 37% of the variance with a higher correlation of 0.609 = R. This result suggests that there is a strong relationship between the independent and dependent variables. That is, 60.9% of the variation in the dependent variable is due to the influence of the mentioned independent variables. 39.1% of the variation in the dependent variable was due to other variables not mentioned in the study. Furthermore, the NPM model fits the data better, with the NPM model generally outperforming the ABC model in terms of accuracy and explanatory power.

It was tested using ANOVA Test on the collected data from the study presented in Table 11. For the ABC model, it is shown that the value of F is 12.201, indicating that this result is statistically significant. Since the sig value is 0.000. This result is also less than 0.05. While the NPM model has an F value of 14.861, this means that this result is statistically significant. Since the sig value is 0.000. This result is also less than 0.05.

TABLE 11
ANOVA A TEST

Model		Sum of Squares	df	Mean Square	F	Sig.
ABC	Regression	26.850	4	6.712	12.201	.000b
	Residual	55.566	101	.550		
	Total	82.415	105			
NPM	Regression	29.365	4	7.341	14.861	.000b
	Residual	49.893	101	.494		
	Total	79.258	105			

a. Dependent Variable: ABC
b. Dependent Variable: NPM
c. Predictors: (Constant), CHRO, CFO, COO, CMO
Source: SPSS Version 26 data processing

A multiple linear regression analysis was conducted to investigate the determination of the role of independent variables consisting of each of the Chief Operating Officer (COO), Chief Financial Officer (CFO), Chief Marketing Officer (CMO), and Chief Human Resource Officer (CHRO) on the ABC dependent variable. This model helps to identify which of these roles most significantly predicts ABC changes in institutional contexts.

TABLE 12
MULTIPLE REGRESSION ESTIMATION FOR ABC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(C)	2.125	.295		7.202	.000
	COO	.029	.083	.043	.354	.724
	CFO	-.036	.085	-.044	-.425	.672
	CMO	.219	.095	.292	2.308	.023
	CHRO	.223	.099	.312	2.245	.027

a. Dependent Variable: ABC
Source: SPSS Version 26 data processing

The results in Table 12 make it clear that each of the independent variables affects the dependent variable with a different value. since each of the criteria they used to measure

top management is different as an independent variable. So, the result of the value of the chief operating officer (COO) is β1 = 0.029; if all other variables are held constant, then a one-unit change in COO will lead to a positive change of 0.029 in ABC. However, despite this result, this relationship is not statistically significant, as p = 0.724 shows that it is greater than 0.05. However, the results for the chief financial officer (CFO) β2 = -.036; this result indicates that any change of one unit in CFO leads to a weak negative change of 0.036 in ABC. Although the results in the above table indicate a negative relationship, this relationship is not statistically significant, as p = .672 shows that it is greater than 0.05. This result implies that the role of the CFO does not contribute meaningfully to the prediction of ABC in this model. Meanwhile, the results for the chief marketing officer (CMO) are β3 = .219 with p = .023. This result implies that any positive change of .219 in ABC is the result of a one-unit change in CMO. With that, the results of the chief human resource officer having a value of (CHRO) β4 = .223. That is, the change that results in a one-unit increase in CHRO as a result of changing ABC by .223. So, it's the outcome of improving the role of the CHRO, which contributes significantly to the value enhancement of ABC in the first model.

TABLE 13
COLLINEARITY STATISTICS FOR ABC

Tolerance	VIF
.460	2.172
.617	1.622
.418	2.393
.346	2.890

a. Dependent Variable: ABC
Source: SPSS Version 26 data processing

The results of Table 13 show a multiple linear regression analysis to determine the role of each of the Chief Operating Officer (COO), Chief Financial Officer (CFO), Chief Marketing Officer (CMO), and Chief Human Resource Officer (CHRO) on Net Profit Ratio (NPM).

These results indicate the effects that each of the independent variables has on the dependent variable. So, the result of the chief operating officer (COO) value has a non-significant positive effect on net profit margin with a value of β5 = .011, but statistically this result does not indicate a significant relationship, as p = .892 shows greater than 0.05. Meanwhile, the chief financial officer (CFO) β6 = .133; this result indicates the change that one change of CFO results in a weakly positive change of .133 in the net profit margin. However, despite this result, this relationship is not statistically significant, as p = .102 shows that it is greater than. This result implies that the role of the CFO does not contribute meaningfully to the prediction of the net profit margin in this model. The same result for the chief marketing officer (CMO), which has a non-significant negative effect on net profit margin with a value of β7 = -.044 with p = .626. This result implies that any change in CMO will not cause a change in NPM. In contrast, in the second model, the performance of the chief human resource officer has a significant positive effect on the net profitability ratio, which has a (CHRO) value of β8 = .371 with p = .000, which is smaller than 0.05. That is, each change of one unit in CHRO will cause a change in the net profit margin of .371. According to this result, the change in CHRO is plausible and causes a change in the dependent variable positively in the second model.

TABLE 14
MULTIPLE REGRESSION ESTIMATION FOR NPM

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(C)	1.885	.280		6.741	.000
	COO	.011	.079	.016	.136	.892
	CFO	.133	.080	.166	1.653	.102
	CMO	-.044	.090	-.060	-.489	.626
	CHRO	.371	.094	.531	3.953	.000

a. Dependent Variable: NPM
Source: SPSS Version 26 data processing

When the results show a relationship between the independent variables, this is referred to as multicollinearity in regression analysis. The VIF values in Tables 14 & 15 varied from approximately 1.6 to 2.9, all of which were below 3, indicating low to moderate multicollinearity, which is typically not a cause for significant concern. So even though your predictors have some correlation, like CHRO (VIF = 2.89), it's not enough to significantly skew the results of your analysis.

TABLE 15
COLLINEARITY STATISTICS FOR NPM

Tolerance	VIF
.460	2.172
.617	1.622
.418	2.393
.346	2.890

a. Dependent Variable: NPM
Source: SPSS Version 26 data processing

D. Discussion

Hypothesis H1 indicates that the chief operating officer has a significant positive effect on activity-based costing. According to this result, H0 is accepted. because its effect value is not statistically significant (p = 0.724). This suggests that changes in COO do not significantly affect ABC in the presence of other variables. Moreover, a low beta value indicates a weak relationship existing between COO and ABC. This result also indicates that any change in the role or involvement of the COO will not cause a meaningful impact when implementing activity-based costing. Therefore, companies might either avoid using activity-based costing to measure performance, or the COO's role is versatile within the company. This is while the study (Vásquez & Naranjo-Gil, 2020) showed a positive result between top management and management accounting systems.

Hypothesis H2, which indicates that the chief financial officer has a significant positive effect on activity-based costing. With the stated result, then hypothesis H2 is rejected while H0 is accepted. Because the result (p = .672) is larger than 0.05, this result indicates that the role of the CFO does not exert any statistically significant positive effect on the better use of ABC methods in this model. CFOs in many institutions may be more focused on financial reporting, capital structure patterns, budgets, and liabilities, which indicates that the CFO's authority is limited and does not have a direct influence on ABC incentives and implementation. Or CFOs may rely on standard or traditional costing to determine costs. This is the result of a lack of knowledge or advanced training on how to implement

ABC. Because this system requires continuous and detailed training, accounting managers rely on simple accounting systems.

Hypothesis H3 indicates that the chief marketing officer CMO has a significant positive effect on activity-based costing. Consequently, then, hypothesis H3 is accepted because the p-value = .023 is smaller than 0.05, versus rejecting H0, which shows the value (p = 0.023). This means that an increase in CMO is associated with a meaningful increase in ABC, making it one of the most effective predictors in the model. The CMO relies heavily on product cost data to determine the price of the product offered. Because this department pays attention to the customer's wishes. Therefore, one of the systems that determines this exact cost is ABC. Thus, an active involvement of the CMO is a reason to adopt ABC. Therefore, we see that there is an active relationship between the CMO and the ABC. Because in modern marketing, the CMO relies on the information ABC provides in terms of cost transparency, customer profitability insights, and operational strategies. Therefore, this relationship is theoretically meaningful.

Hypothesis H4, which refers to the role of the chief human resource officer, states that he has a significant positive impact on the activity base. Consequently, then, hypothesis H4 is accepted because the value of p = .027 is smaller than 0.05, against the rejection of H0. Overall, the regression model suggests that among the four executive roles, the CMO and CHRO have a significant and positive effect on ABC, while the COO and CFO do not show a statistically meaningful effect. Because the implementation of ABC requires skilled and trained staff, only the CHRO can meet these needs. Because activity-based costing is not only a technical accounting method, it is essential that employees are given full familiarity with this system. Because the way ABC is followed depends on the skills of employees and HR policies. Because the procedures and policies followed by HR are the reason for building relationships between departments. Therefore, the CHRO has a significant impact on the use of ABC. The findings highlight the importance of marketing and human resource functions in driving ABC performance. These results can inform organizational strategies by emphasizing investment and attention to roles that contribute significantly to operational outcomes in the first model.

Hypothesis H5 indicates that the chief operating officer has a significant positive effect on net profit margin. According to this result presented in Table 13, it indicates that H5 is rejected while H0 is accepted. because its effect value is not statistically significant (p = .892). This suggests that a change in COO does not have a significant positive effect on the net profit margin in the presence of other variables. Nevertheless, a low beta value indicates a weak relationship in the second model. Operating decisions in companies and institutions do not directly affect net profit margins. COO is generally related to day-to-day operations, production processes, and efficiency improvements that may affect the cost of products but do not directly translate into net profit margins. Because the price of the products and the sales rate of the product have a bigger impact.

Hypothesis H6 indicates that the chief financial officer has a significant positive effect on net profit margin. Because the value (p = .102) is greater than 0.05, hypothesis 6 is rejected and hypothesis zero is accepted. That is, any change in the CFO will not cause a change in the net profit margin. However, the CFO is directly responsible for financial planning, cash flow management, capital structure, budgeting, and presenting financial information, as these types of functions support the stability of the institution. It will not directly cause a change in the net profit margin. Any type of CFO restriction is a factor in limiting the effects that the CFO has on the net profit margin. The CFO's responsibilities will be more strategic and indirectly entrepreneurial. At the same time, the structure of the institution, the policies followed, and the weakness of the observed effects play a role in the formation of this relationship.

Hypothesis H7 states the significant positive effect of the chief marketing officer on the net profit margin. According to the results, hypothesis 7 is rejected because the value (p = .626) is greater than 0.05, while hypothesis zero is accepted. That is, as a result of changes in the CMO that do not cause changes in the net profit margin. Activities undertaken by a CMO may be a major factor in increasing revenue, but not profit. This involves increasing sales by meeting customer demands. This may increase the number of sales, in turn increasing the costs. such as cost of goods sold, financial structure, expenses, and pricing strategy, are not overseen by the CMO. Profitability in companies is affected by many internal and external factors.

Hypothesis H8: The chief human resource officer has a significant positive effect on the net profit margin. The result of the value (p = .000) is smaller than 0.05. So, according to this result, Hypothesis 8 is accepted while H0 is rejected. That is, any change in CHRO will cause a positive change in the net profit margin in the second model. In comparison to the other variables, the standardized coefficient (Beta) for CHRO is comparatively large, indicating that it significantly improves the model's predictions. This significance implies that the outcome is closely related to the function or impact that the CHRO represents, such as organizational culture, HR strategy, leadership development, or talent management. This fits very nicely with the existing view of the CHRO's function as a key contributor to organizational performance from a business and strategic standpoint. This result is a clear indication that HR is directly and or indirectly involved in all parts of the organization. Strategic human resource practices including competency-based training, performance management systems, and continuous development initiatives are implemented by the company thanks to competent CHROs. Because cost surplus reduction decisions and labor efficiency directly affect profit margins. In order to minimize contradictions and operational delays that can negatively impact profitability, the CHRO is vital in managing organizational change, realigning procedures, and promoting relationships. On the other hand, the results of this study revealed the fact that a large proportion of CHROs in the companies participating in this study have complete dominance over all departments. This result weakens the role of other departments.

CONCLUSION

In conclusion, it can be demonstrated from the study's above results that the study examined how two key facets of organizational performance Activity-Based Costing (ABC) and Net Profit Margin (NPM) are impacted by top management positions, specifically those of the Chief Operating Officer

(COO), Chief Financial Officer (CFO), Chief Marketing Officer (CMO), and Chief Human Resources Officer (CHRO). Only the CMO and CHRO had a statistically significant positive impact on ABC, according to the analysis, which was based on responses from 106 participants across a variety of industries and organization sizes. This implies that cost allocation and operational efficiency are significantly influenced by marketing and human resources operations. In particular, the CHRO delivers value through personnel planning and performance management, while the CMO contributes through market information and customer-driven strategy. Conversely, the CFO and COO had no discernible impact on ABC. The CHRO was the only executive position that had a notable positive influence on NPM, underscoring the significance of human capital strategies—like talent development and employee engagement—in boosting profitability. In this model, the positions of COO, CFO, and CMO had no discernible impact on profitability. Overall, the findings show that, in comparison to the more conventional functions of operations and finance, HR and marketing leadership have a greater and more direct impact on cost-effectiveness and financial success. In terms of strategy, the results show a change in the influence of leadership, establishing marketing and human resources as vital contributors to profitability and cost-effectiveness rather than as support roles. By highlighting the multidisciplinary character of financial performance, confirming the impact of non-financial leadership, and reaffirming that profitability is influenced by both technological and human elements, the findings help advance management accounting and strategic leadership theory. The report concludes by highlighting the value of cross-functional leadership and suggesting that companies encourage cooperation, make investments in marketing and human resources, and reevaluate the strategic roles of the CFO and COO in order to better match them with contemporary performance and costing.

REFERENCES

Ahmed, A. M. (2022). The Relationship Between Firm Size and Profitability “Evidence from the Commercial Banks in Iraq. The Scientific Journal of Cihan University – Sulaimaniya, 6(1), 145–156. https://doi.org/doi.org/10.25098/6.1.34

Ahmed Mohamed Ghandour, D. (2021). Analytical Review of the Current and Future Directions of Management Accounting and Control Systems. In SSRN Electronic Journal. https://doi.org/10.2139/ssrn.3819654

Al-dhubaibi, A. A. S. (2021a). Management Science LettersOptimizing the value of activity based costing system: The role of successful implementation. Management Science Letters, 11, 1–8. https://doi.org/10.5267/j.msl.2020.8.017

Al-dhubaibi, A. A. S. (2021b). Modeling Managerial Accounting Information Systems Acceptance and Intention of Retention : Activity based Costing System as an Example Modeling Managerial Accounting Information Systems Acceptance and Intention of Retention : Activity based Costing System. WSEAS TRANSACTIONS on BUSINESS and ECONOMICS, 18(December), 1461–1473. https://doi.org/10.37394/23207.2021.18.134

AL-NASSER, A. H. H., BARRAK, J. I., & SAHIB, A. A. (2025). ENHANCING PROFITABILITY AND TRANSPARENCY IN IRAQ’S MANUFACTURING INDUSTRY: INTEGRATING ACTIVITY-BASED COSTING WITH FINANCIAL REPORTING QUALITY. Journal of Sustainability Science and Management, 20(10), 2101–2114.

Alabdullah, T. T. Y. (2019). Management Accounting and Service Companies’ Performance: Research in Emerging Economies. Australasian Accounting, Business and Finance Journal Volume, 13(4), 1–21. https://doi.org/doi:10.14453/aabfj.v13i4.8

Almeida, A., & Cunha, J. (2017). The implementation of an Activity-Based Costing (ABC) system in Manufacturing company. Manufacturing Engineering Society International Conference, 932–939.

Alvarez, P., Sensini, L., Bello, C., & Vazquez, M. (2021a). Management Accounting Practices and Performance of SMEs in the Hotel Industry: Evidence from an emerging economy. International Journal of Business and Social Science, 12(2), 24–35. https://doi.org/doi:10.30845/ijbss.v12n2p3

Alvarez, P., Sensini, L., Bello, C., & Vazquez, M. (2021b). Management Accounting Practices and Performance of SMEs in the Hotel Industry: Evidence from an emerging economy. International Journal OfBusiness and Social Science, 12(2), 24–35. https://doi.org/doi:10.30845/ijbss.v12n2p3 Management

Astuti, W., & RWulandari, A. (2020). Analysis of Top Management Support on the Quality of Accounting Information System and the Impact on the Quality of Accounting Information. International Conference on Business, Economics, Social Sciences, and Humanities 2020 ISBN:, 1, 1–28.

Azudin, A., & Mansor, N. (2018). Management accounting practices of SMEs: The impact of organizational DNA, business potential and operational technology. Asia Pacific Management Review, 23, 222–226.

Berisha, V., & Miftari, I. (2022). CFO and CEO Characteristics and Managerial Accounting Techniques (MAT ’ s) Usage : An Upper-Echelons Perspective. JEEMS, 27(2), 345–372. https://doi.org/10.5771/0949-6181-2022-2-345

Borges, P., Alves, M. do C., & Silva, R. (2024). The Activity-Based Costing System Applied in Higher Education Institutions: A Systematic Review and Mapping of the Literature. Businesses, 4, 18–38. https://doi.org/10.3390/businesses4010002

Chatterjee, S., Chaudhuri, R., & Vrontis, D. (2022). Does remote work flexibility enhance organization performance? Moderating role of organization policy and top management support. Journal of Business Research, 139(February), 1501–1512. https://doi.org/doi.org/10.1016/j.jbusres.2021.10.069

Dikolli, S. S., Heater, J. C., Mayew, W. J., & Sethuraman, M. (2020). Chief Financial Officer Co-option and Chief Executive Officer Compensation. MANAGEMENT SCIENCE, 4(February), 1–17.

Fareed, M. Z., & Su, Q. (2022). Project Governance and Project Performance: The Moderating Role of Top Management Support. Sustainability Article, 14(December), 1–13. https://doi.org/doi.org/10.3390/su14052516

Ghanbari, M., & Vaseli, S. (2015). The Role of Management Accounting in the Organization. International Research Journal of Applied and Basic Sciences, 9(11), 1912–1915.

Ghazalat, A., Mansour, A. Z., Alkhasawneh, S., & Alhmood, M. A. (2025a). Investigating the effect of contingent factors on performance ofSMEs: The mediating role of management accounting system. Human Systems Management, 0(0), 1–20. https://doi.org/DOI: 10.1177/01672533251317072

Ghazalat, A., Mansour, A. Z., Alkhasawneh, S., & Alhmood, M. A.

(2025b). Investigating the effect of contingent factors on performance ofSMEs: Themediating role of management accounting system. Human Systems Management 0(0), 0(0), 1–20. https://doi.org/DOI: 10.1177/01672533251317072

GIRMAY, M. (2017). Consequences of Financial Management Practices on Profitability on Selected Private Manufacturing Companies in Mekelle City. Research Journal of Finance and Accounting, 8(11), 1–23.

Gol, S. K., & Gol, M. K. (2025). Review Article: Review of Management Accounting Systems in Hospitals and Their Impact on Optimizing Pharmaceutical Costs. Eurasian Journal of Chemical, Medicinal and Petroleum Reseearch, 3(5), 263–273.

Gonçalves, T., & Gaio, C. (2020). The role of management accounting systems in global value strategies. Journal of Business Research, June, 0–2.

Gupta, M., & Galloway, K. (2003). Activity-based costing / management and its implications for operations management. Technovation 23, 23, 131–138. https://doi.org/10.1016/S0166-4972(01)00093-1

Haldorai, K., Kim, W. G., & Garcia, R. L. F. (2022). Top management green commitment and green intellectual capital as enablers of hotel environmental performance: The mediating role of green human resource management. Tourism Management, 88(2), 1–11. https://doi.org/doi.org/10.1016/j.tourman.2021.104431

Herliansyah, Y. (2018). Change of Management Accounting Practices. International Journal of Economics and Business Administration, VI(4), 3–13.

Ibrahim, S. A., Hassan, B. K., Mohammed, H., Mohammed, N., & Sangawi, S. S. (2025). Determinants of Banks Profitability in Kurdistan Region from 2009- 2020 : EISSN : 3006-9149 PISSN : 1813-1719 Determinants of Banks Profitability in Kurdistan Region from 2009- 2020 : Case Study of CIHAN Investment and Finance Bank. Tikrit Journal of Administrative and Economic Sciences, 20(68 part1), 494–510. https://doi.org/10.25130/tjaes.20.68.1.28

Jauhar, J., & Lau, V. (2018). The 'Glass Ceiling' and Women's Career Advancement to Top Management: The Moderating Effect of Social Support. Global Business and Management Research: An International Journa, 10(1), 163–178.

Kamal Ahmad, K., Hasan Salih, K., & Saeed Sangawi, S. (2024). The Impact of Operating Cash Flow on Corporate Profitability: Amman Stock Exchange case study. Journal of Economics and Administrative Sciences, 30(140), 532–543. https://doi.org/10.33095/2gvf4697

Kesumawati, N. K. A., Putri, I. G. A. M. A. D., & Dwirandra, A. A. N. B. (2019). The Role of Business Strategies, Environmental Uncertainty and Decentralization as Moderating the Effect of Management Accounting Systems on Managerial Performance. International Research Journal of Management, IT & Social Sciences, 6(3), 37–45. https://doi.org/doi.org/10.21744/irjmis.v6n3.627 The

Ma, Y., Liu, Y., Appolloni, A., & Liu, J. (2021). Does green public procurement encourage firm's environmental certification practice? The mediation role of top management support. Corporate Social Responsibility and Environmental Managment, 28(3), 1002–1017. https://doi.org/DOI: 10.1002/csr.2101

Macchia, S. (2019). A review on Management Accounting Change. What's next? Economia Aziendale Online – Business and Management Sciences International Quarterly Review, 10(1), 107–134. https://doi.org/DOI: 10.13132/2038-5498/10.1.1955

Mahal, I. (2016). Activity-Based Costing (ABC) – An Effective Tool for Better Management Activity-Based Costing (ABC) – An Effective Tool for Better Management. In Journal of management (Vol. 15, Issue 1997, pp. 16–27).

Mahal, I., & Md. Akram Hossain. (2015). Activity-Based Costing (ABC) – An Effective Tool for Better Management. Research Journal of Finance and Accounting, 6(4), 66–74.

Mohammed, S. H., Salih, K. H., & Sangawi, S. S. (2024). The Impact of Accounting Information System Quality on Administrative Decision- Making in the Banking Sector in the Kurdistan Region/ Iraq. Iraqi Journal for Administrative Sciences, 20(82), 22–41.

Nath, P., & Bharadwaj, N. (2020). Chief marketing officer presence and firm performance : assessing conditions under which the presence of other C-level functional executives matters. Journal of the Academy of Marketing Science, 11(January), 1–25.

Pavlatos, O., & Kostakis, X. (2018). The impact of topmanagement team characteristics and historical financial performance on Strategic Management Accounting. Journal of Accounting & Organizational Change, 6(November), 1–20. https://doi.org/:doi.org/10.1108/JAOC-11-2017-0112

Pedroso, E., & Gomes, C. F. (2024). Disentangling the effects of top management on management accounting systems utilization. International Journal of Accounting Information Systems, 53. https://doi.org/doi.org/10.1016/j.accinf.2024.100678

Prokop, V., & Hajek, P. (2023). The role of top management meetings in enhancing product innovation and performance. R&D Management, 53(5), 745–763.

Qiao, L., Adegbite, E., & Nguyen, T. H. (2024). CFO overconfidence and conditional accounting conservatism. In Review of Quantitative Finance and Accounting (Vol. 62, Issue 1). Springer US. https://doi.org/10.1007/s11156-023-01188-7

Quesado, P., & Silva, R. (2021). Activity-Based Costing (ABC) and Its Implication for Open Innovation. Journal of Open Innovation, 41(7), 1–20. https://doi.org/doi.org/10.3390/joitmc7010041

Saedon, R., Ariffin, N. I., & Amir, A. M. (2023). Effect of Top Management Support on the Adoption of Activity-Based Costing in Malaysia Public University : Moderating Role of Technology. Asian Journal of Accounting and Governance, 20, 109–124.

Salmanzadeh, H., Kordestani, G., Kazemi, H., & Assistant. (2022). The Role of Management Accounting in Improving Management Control System in Public Sector. Iran Finance Association, 6(1), 54–82. https://doi.org/doi.org/10.30699/IJF.2021.279013.1211

Sangawi, S. S., Ahmed, hadi M., Mohammed, H. M. N., & Salih, K. H. (2023). An Investigation into the Impact of Profitability on Annual Growth Rate among the Listed Manufacturing Companies on the Iraqi Stock Exchange. Tikrit Journal of Administrative and Economic Sciences, 19(64), 720–739.

Shi, W. (2021). Analyzing enterprise asset structure and profitability using cloud computing and strategic management accounting. In PLoS ONE (Vol. 16, Issue 9 S, pp. 1–21). https://doi.org/10.1371/journal.pone.0257826

Vásquez, A. F. U., & David Naranjo-Gil 2. (2020). Management Accounting Systems, Top Management Teams, and Sustainable Knowledge Acquisition: E?ects on Performance. Sustainability, 12(5), 1–14. https://doi.org/doi:10.3390/su12052132

Vásquez, A. F. U., & Naranjo-Gil, D. (2020). Management accounting systems, top management teams, and sustainable knowledge acquisition: Effects on performance. Sustainability (Switzerland), 12(5), 1–14.

https://doi.org/10.3390/su12052132
Whitler, K. A., Rego, L. L., Morgan, N. A., & Morgan, N. A. (2025). Chief marketing officer role design. Journal of the Academy of Marketing Science, 14(May), 1–22. https://doi.org/10.1007/s11747-025-01104-6
Zamrud, N. F., & Abu, M. Y. (2020). COMPARATIVE STUDY : ACTIVITY BASED COSTING AND TIME DRIVEN ACTIVITY BASED COSTING IN ELECTRONIC. JOURNAL OF MODERN MANUFACTURING SYSTEMS AND TECHNOLOGY, 4(1), 68–81.

What is your current responsibility (position) in the institution (Type of Independent Variables)	
1	Chief Operating Officer (COO) ◯
	Chief Financial Officer (CFO) ◯
	Chief Marketing Officer (CMO) ◯
	Chief Human Resources Officer (CHRO) ◯

	Appendix: Questionnaire form	1	2	3	4	5
2	You, as the (Manager of …….), have a significant role in implementing activity-based costing					
3	As a manager, you have a positive impact on the efficiency of the activity-based costing system in your organization					
4	How would you assess your impact as (Manager of ……) on cost control through the implementation of (activity-based costing)?					
5	You, as the (Manager of ……), actively promote the use of (activity-based costing) in your organization					
6	You as (Manager .....) have provided the necessary resources, e.g., (training, programs, staff, technology) to implement (activity-based costing)					
7	Your positional understanding as (manager of .....) of (activity-based costing). How do you assess the potential benefits					
8	You, as the (Manager of …….), have influenced the adoption of (activity-based costing) in your organization					
9	You worked as the (Manager of .....) to ensure alignment between the (activity-based cost) data and the organization's business strategy					
10	Using your powers as a manager directly contributes to an increase in net profit					
11	The strategic decisions made by you as the manager of …….) many times lead to cost reductions that positively impact the summary profit margin					
12	As a (Manager of .....), you are focused on improving and increasing profitability in the institution					
13	As (Manager of …..), you play a key role in creating and overseeing financial strategies that affect the company's profitability					
14	As a manager, you are involved in budgeting, forecasting, and financial planning to improve the company's gross profit margin					
15	How would you evaluate the overall performance of the company in terms of summary profit margins since you assumed your role as (Manager of …….)?					
16	As a (director of …….), you are involved in making financial decisions that affect the company's profit margins					
Activity-Based Costing (ABC) (Dependent variables)						
17	The Company is quite familiar with activity-based costing.					
18	The company has implemented activity-based costing. to determine the cost of products.					
19	When using (activity-based costing), the company faces challenges.					
20	The activity-based costing principle has contributed to the company's financial sustainability.					
21	(Activity-based costing) Financial transparency shows the expenses of the company in a transparent manner.					
22	To implement (activity-based costing), training has been completed for the company's employees.					
23	(Activity-based costing) It is one of the complex principles, so the company does not use it.					
Net Profit Margin (NPM) (Dependent variables)						
24	The results of the net profit ratio indicate a superior level of financial performance for the company over the last three years.					
25	The implementation of a management accounting system has resulted in an improvement in the company's net profit margin.					
26	Cost reduction based on activity-based cost analysis will have a positive effect on net profit.					
27	Managers' reliance on information and the use of that information in decision-making leads to an increase in net profit.					
28	The company mainly engages in cost control, with the aim of increasing profits.					