

**MINISTRY OF EDUCATION AND TRAINING
UNIVERSITY OF ECONOMICS HO CHI MINH CITY**



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**FACTORS AFFECTING THE ADOPTION OF
INNOVATIVE MANAGEMENT ACCOUNTING TOOLS
TO IMPROVE THE EFFICIENCY OF PRODUCTION AND
BUSINESS ACTIVITIES OF MANUFACTURING ENTERPRISES
IN VIETNAM**

Major: Accounting

Code: 9340301

PH.D. THESIS SUMMARY

Ho Chi Minh City - 2025

Project completed at:

University of Economics Ho Chi Minh City

Thesis supervisor:

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Reviewer 1:

Reviewer 2:

Reviewer 3:

The thesis will be presented to the Thesis Grading
Committee at the University of Economics Ho Chi Minh City:

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At hours..... day..... month..... year.....

This thesis can be found at the library of the University of
Economics Ho Chi Minh City

LIST OF AUTHOR'S RESEARCH

1. Vu, HY, Mai, THM, Pham, NT, & Abu Afifa, M. (2025). From management accountant networking to firm performance: The mediating role of innovative management accounting tool and the moderating role of innovation-oriented culture. *Asia-Pacific Journal of Business Administration*. eISSN: 1757-4331 (Scopus Q1)
2. Vu Hai Yen & Mai Thi Hoang Minh (2024). The adoption of innovative management accounting tools of manufacturing enterprises in Vietnam. In *The International Conference on Emerging Challenges: Sustainable Strategies in the Data-Driven Economy (ICECH2024)*. Atlantis Press.
3. Vu Hai Yen (2022). Explore factors of the level of application of management accounting impact on the operational efficiency of public Universities in Vietnam. In *Proceedings of the International Conference on Business Based on Digital Platform (BDP-2)*.
4. Vu Hai Yen (2023). The role of organization's readiness in management accounting innovation. In *Proceedings of the International Conference on Business Based on Digital Platform (BDP-3)*.
5. Vu Hai Yen (2023). Innovation capacity improves business performance through the intermediary role of management accounting innovation. In *Proceedings of the International Conference on Business Based on Digital Platform (BDP-3)*.
6. Vu Hai Yen & Mai Thi Hoang Minh (2025). Adoption of innovative management accounting tool by manufacturing enterprises in Vietnam. *Review of Finance*, 7 (1). ISSN-2615-8981.
7. Vu Hai Yen, Pham Ngoc Toan & Mai Thi Hoang Minh (2025). Empirical evidence of perceived environmental uncertainty on the adoption of innovative management accounting tools in Vietnam. In *Proceedings of the International Conference on Business Based on Digital Platform (BDP-5)*.
8. Vu Hai Yen (2025). The relationship of perceived environment uncertainty to firm performance through the mediating role of adoption of innovative management accounting tools. In

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9. Vu, HY, Mai, THM, Pham, NT, & Abu Afifa, M. (2025). Bridging perceived environmental uncertainty, information technology quality and firm performance: The mediating role of innovative management accounting tools in an emerging market. Manuscript under second-round review at *Journal of Accounting in Emerging Economies*. (Scopus Q2).

INTRODUCTION

1. The necessity of the thesis topic

Vietnam (VN) is in a period of strong transition to a digital economy and deep international integration. Under the impact of the Industrial Revolution 4.0, globalization and increasing competitive pressure, manufacturing enterprises (MEs) are facing urgent requirements in controlling costs, optimizing resources and improving the efficiency of production and business activities. In this context, the role of financial management - accounting tools is increasingly emphasized. However, most Vietnamese enterprises are still using traditional management accounting tools and have not effectively exploited the benefits of management accounting tools.

The innovation management accounting tools (IMATs) such as ABC, BSC, TC, LCC, EVA have been proven to be effective in controlling costs, improving performance and supporting strategic decision making. However, in Vietnam, the rate of enterprises applying IMATs is still low, especially in SMEs and manufacturing industries. Only about 33.2% of enterprises have approached IMATs, while 66.8% are still at the initial stage. This raises a big question about what factors are promoting or hindering the IMATs transformation process in VN.

Although there have been several studies addressing the impact of IMAT on firm performance, there is a lack of research integrating both aspects: (1) factors affecting the adoption of IMAT, and (2) the impact of IMAT adoption on firm performance. In particular, Rogers' (2003) diffusion of innovation (DOI) theory – which is valuable in explaining the

innovation decision-making process – has not been widely applied in research in VN.

Meanwhile, international studies have shown that the process of adopting IMAT is influenced by many factors such as competitive pressure, organization culture, IT quality, leadership role and readiness for change. Therefore, this study was conducted to fill the gap by building a comprehensive model that considers the factors affecting the adoption of IMAT in manufacturing enterprises in VN, and at the same time applies DOI theory to clarify the mechanism of innovation decision-making.

The research results are expected to contribute theoretically to the field of IMATs, while providing practical implications to help enterprises build more effective management strategies, improve production and firm performance and enhance competitiveness in the current volatile context. From the above arguments, the author decided to choose the topic **"Factors affecting the application of IMATs tools to improve production and firm performance of manufacturing enterprises in Vietnam"** as the research topic for his doctoral thesis.

2. Thesis objectives

- The study aims to identify and evaluate factors affecting the decision to adopt the IMATs tool in production enterprises in VN, thereby analyzing the impact of adopting the IMATs on the production and firm performance of enterprises.
- Specific objectives: (1) To examine the impact of perceived environment uncertainty (PEU) about the business on the adoption of IMATs in manufacturing enterprises in VN; (2) To examine the impact of competitive intensity (CI) on the application of IMATs in manufacturing enterprises in Vietnam; (3) To examine the impact of the management accountant net-

working (MAN) on the adoption of IMATs in manufacturing enterprises in VN; (4) To examine the impact of information technology quality (ITQ) on the adoption of IMATs in manufacturing enterprises in VN; (5) To examine the impact of organization culture (OC) on the adoption of IMATs in manufacturing enterprises in VN; and (6) To examine the impact of IMATs on the firm performance (FP) of manufacturing enterprises in VN.

3. Research questions

Based on the above general and specific objectives, the thesis proposes six research questions, specifically:

- Question 1: Does PEU have an impact on the application of IMATs by enterprises in Vietnam? How is the impact level expressed?
- Question 2: Does the CI have an impact on the application of IMATs by the production enterprises in VN? How is the impact level expressed?
- Question 3: Does the MAN affect the adoption of IMATs by the production enterprises in VN? How is the level of impact expressed?
- Question 4: Does ITQ have an impact on the adoption of IMATs by manufacturing enterprises in VN? How is the impact level expressed?
- Question 5: Does OC have an impact on the adoption of IMATs by manufacturing enterprises in VN? How is the impact level expressed?
- Question 6: Does the adoption of IMATs have an impact on firm performance of manufacturing enterprises in VN? How is the impact level demonstrated?

4. Research object and scope

4.1. Research subjects

The research object of the thesis is the relationship between the PEU, CI, MAN, ITQ, OC with the adoption of IMATs; the relationship of adopting IMATs with the firm performance of manufacturing enterprises in VN.

4.2. Scope of research

In terms of space: The thesis focuses on the type of manufacturing enterprises in the territory of VN with large, medium and small-scale groups. The enterprises selected for the survey are all guaranteed to adopt IMATs.

In terms of time: The thesis was conducted from 2021 to 2024. Survey data was collected during the period from 2021 to 2024.

5. Research methods

In order to achieve the objectives that the thesis has identified, a mixed research method (MRR) is used, with qualitative RRR being integrated into quantitative RRR.

Regarding qualitative research methods: The author uses in-depth expert interviews to confirm the suitability of the research model and adjust the scale, if necessary, to ensure the suitability of the model when considered in the context of a developing country.

About quantitative research methods: Findings obtained from quantitative research methods help establish and perfect the model used for quantitative research methods. Specific validation includes: (1) Testing the measurement model; and (2) Testing the structural model.

6. Research contributions

6.1. Theoretical contribution

The thesis contributes to the theoretical basis of the concept related to IMATs, especially in the context of

manufacturing enterprises in Vietnam, where this field has not been studied extensively. The study has expanded the understanding of the factors affecting the adoption of IMATs and the impact of this adoption on firm performance. Specifically, the study examines the relationship between PEU, CI, MAN, ITQ and OC on the decision to adopt IMATs, thereby clarifying the mechanism of their impact on the firm performance.

In particular, the thesis applies the DOI theory of Rogers (2003) to explain the role of MAN in innovation of management accounting. According to DOI, innovation depends not only on organizational conditions but also on individuals who are able to convey, connect and promote change. In the context of manufacturing enterprises in VN, the study tests the hypothesis that a team of management accountants with high MAN will help enterprises apply management accounting more quickly and effectively - a new perspective on the role of people in innovation of management accounting.

6.2. Practical contribution

The study not only contributes theoretically but also brings many important practical implications for the production and business sector in VN in the process of adopting the IMATs to improve the efficiency of production and business activities. First of all, the study helps managers clearly identify the key factors affecting the adoption of IMATs, from which they can make appropriate implementation decisions. Specifically: (1) IMATs is the driving force forcing enterprises to innovate to enhance competitiveness; (2) IMATs plays a central role in responding to market fluctuations, helping enterprises control risks and stabilize operations; (3) The skills of IMATs staff determine the effectiveness of IMATs implementation,

requiring a team with the ability to coordinate between departments and process information quickly; (4) ITQ effectively supports the collection, processing and analysis of IMATs data; (5) OC affects the ability to receive and implement innovation. In addition, the study proposes three recommendations: (1) building an innovative support ecosystem including training, improving OC and investing in technology; (2) developing a flexible IMAT strategy, customizing IMATs according to actual needs; (3) leveraging digital technology such as smart software, cloud computing and Big Data to improve analysis and decision-making efficiency.

7. Structure of the topic

CHAPTER 1: LITERATURE REVIEW

1.1. An overview of previous studies

In this thesis, the author conducts a systematic research review based on the recommendations of Tan et al. (2020) and Mio et al. (2022). This process is carried out through three stages: Stage 1 is searching academic databases; Stage 2 is examining and screening documents; and Stage 3 is content analysis.

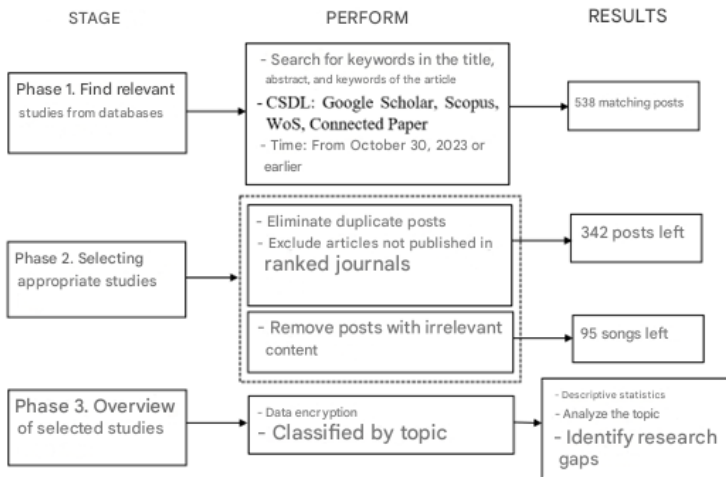


Figure 1.1: Research overview process

1.2. Descriptive statistics of the overall research results

1.3. Overview of research related to innovative management accounting tools

1.4. Overview of studies on factors affecting the adoption of innovative management accounting tools

1.4.1. Research set in foreign contexts

1.4.1.1. Consider factors outside the business

- Institutional pressure

- Globalization and competitive pressure
- Economic crisis
- Uncertainty factor

1.4.12. Consider internal business factors

- Corporate culture
- Information technology quality
- The role of leadership and qualities of the Chief Financial Officer (CFO)
- Business size
- Other factors

Through previous studies, it can be seen that there are many external and internal factors that can affect the adoption of IMATs in an enterprise.

1.4.2. Research in Vietnam context

1.4.2.1. Overview of the level of adoption of innovative management accounting tools in Vietnam

1.4.2.2. Consider factors outside the business

- Uncertain factors
- Competitive intensity

1.4.2.3. Consider internal business factors

- Corporate culture
- Information technology quality
- Awareness and qualifications of management accountants
- Business size

1.5. Overview of studies on the impact of applying innovative management accounting tools on the efficiency of production and business activities

Many studies have confirmed that there is a positive relationship between the adoption of IMATs and the production and firm performance of enterprises.

1.6. Research Overview

For studies in foreign contexts, the research results show that the main factors that often affect the adoption of IMATs tools include external factors such as institutional pressure, globalization, economic crisis, uncertainty, intensity of competition and internal factors such as corporate culture, quality of information technology, leadership role and qualities of CFO, enterprise size and awareness and qualifications of IMATs staff. However, the results from the studies are not consistent due to differences in research contexts, survey methods, as well as sample scope.

For studies in the context of VN, in the initial review step, previous studies showed that the level of adoption of IMATs in VN still low. Most enterprises mainly use traditional IMATs, a small part use IMATs.

1.7. Research Gap

Firstly, many studies have not reached a consensus on the concepts of “IMATs” and “adoption of IMATs”.

Second, most studies focus on situational theory and institutional theory but have not widely applied DOI theory to explain the process of applying IMATs.

Third, there have not been many studies that simultaneously investigate the external and internal factors affecting the adoption of IMATs, thereby assessing their impact on production and firm performance in the same research model.

Fourth, in Vietnam, most studies focus on the level of implementation of IMATs in general without clearly separating the use and decision-making of IMATs.

Fifth, there have not been many studies applying the model of Al-Sayed and Dugdale (2016) on the process of applying IMATs.

Sixth, the factors affecting the adoption of IMATs have not had consistent positive or negative relationships in studies, such as competitive intensity, corporate culture, institutional pressure, and enterprise size.

Finally, in Vietnam, research on management accounting mainly focuses on describing the current status of applying traditional management accounting tools in enterprises, especially in the ME sector. There are currently not many in-depth studies focusing on the adoption of innovative management accounting tools in the manufacturing sector - an area considered to have great potential for management innovation.

1.8. Research orientation

Firstly, the author orients the research on the aspect of enterprise economic innovation based on a clear concept of applying the tools of economic innovation (innovation of the economic system) and the innovation process of Al-Sayed and Dugdale (2016) through 4 stages.

Second, the thesis investigates the transmission impact of external and internal factors on production and firm performance through the adoption of the IMATs tool.

Third, the thesis delves into the role and influence of the skills of international accounting staff on the adoption of international accounting tools, thereby improving the firm performance of enterprises.

Finally, the author aims to present research results to contribute to the existing theoretical basis on international economic innovation by applying Roger's DOI theory (2003) to explain the relationship between the MAN and the adoption of international economic innovation tools.

1.9. Chapter 1 Conclusion

CHAPTER 2: THEORETICAL BASIS

2.1. Research concepts

2.1.1. Adopting innovative management accounting tools

Adopting the IMATs is part of the process of implementing the innovation of the management accounting system. If the innovation of the management accounting system is the change of the entire process, people and technology in a unit (Birkinshaw et al., 2008; Damanpour and Wischnevsky, 2006; Leseure et al., 2004), then adopting the IMATs only focuses on choosing to change the specific IMATs for that innovation (Al-Sayed and Dugdale, 2016; Johanson and Madsen, 2019; Pavlatos and Kostakis, 2018).

2.1.2. Perceived environment uncertainty

PEU is a concept in management and economics, used to indicate the extent to which managers or organizations perceive uncertainty related to the external business environment. This uncertainty may include unpredictable changes in factors such as markets, competition, laws, technology, and customer demand.

2.1.3. Competitive intensity

Competitive rivalry is defined as the extent to which firms in an industry or market are exposed to competitive pressures, including the number of competitors, market structure, and strategic factors such as price, quality, and product innovation.

2.1.4. Management accountant's networking

Management accountant's net-working is defined as the communication/interaction between accounting staff and other managers in their organizations along with professional accounting organizations and companies in their supply chains (Yigitbasioglu, 2016; Ugrin, 2009; Emsley, 2005; Newell et al.).

2.1.5. Corporate culture

Corporate culture is defined as “the pattern of shared and stable beliefs and values that develops within a firm over time” (Gordon and Di Tomaso, 1992, p. 784 cited in Baird et al. 2004).

2.1.6. Information technology quality

ITQ is reflected in the ability to integrate data from multiple sources and the ability to analyze complex data to support strategic decisions (Nicolaou, 2000).

2.1.7. Firm performance

Firm performance is a broad concept, reflecting the overall achievements of enterprises in optimizing operations, effectively using resources and creating sustainable value for stakeholders (Richard and Devinney, 2009; Wu et al., 2015).

2.2. Background theory

2.2.1. Contingency Theory

Contingency theory is based on the concept that no accounting system is a single universal model that can be applied to all situations (Otley, 1980; Fisher, 1995; Haldma & Laats, 2002). External factors such as organizational culture, internal factors (IT, organizational culture) will push enterprises to constantly make necessary changes to the organization, especially the management accounting system. Changes or innovations in terms of redesigning the management accounting system or applying a new management accounting method/tool to improve information provision.

2.2.2. Diffusion of Innovations Theory

In the organizational context, this theory can be applied to explain how new technologies or methods are applied in enterprises and organizations. In this thesis, the author deploys the DOI theory to explain the relationship between the MAN and the adoption of IMATs.

2.2.3 . Resource - based view (RBV)

The author applies RBV to justify the adoption of the IMATs and thereby improve the firm performance of enterprises, by arguing that the IMATs can satisfy the VRIN conditions.

2.3. Developing research hypothesis

2.3.1. Impact of PEU on the adoption of IMATs

H1: PEU has a positive impact on the adoption of IMATs of manufacturing enterprises.

2.3.2. Impact of CI on the adoption of IMATs

H2: The CI has a positive impact on the adoption of IMATs of the manufacturing enterprises.

2.3.3. Impact of MAN on the adoption of IMATs

H3: MAN has a positive impact on the adoption of international accounting tools of manufacturing enterprises.

2.3.4. Impact of ITQ on the adoption of IMATs

H4: ITQ has a positive impact on the adoption of IMATs of manufacturing enterprises.

2.3.5. Impact of OC on the adoption of IMATs

H5: OC has a positive impact on the adoption of IMATs of manufacturing enterprises.

2.3.6. Impact of applying IMATs on production and firm performance

H6: Applying the IMATs has a positive impact on the firm performance of the enterprise.

2. 4. Proposed research model

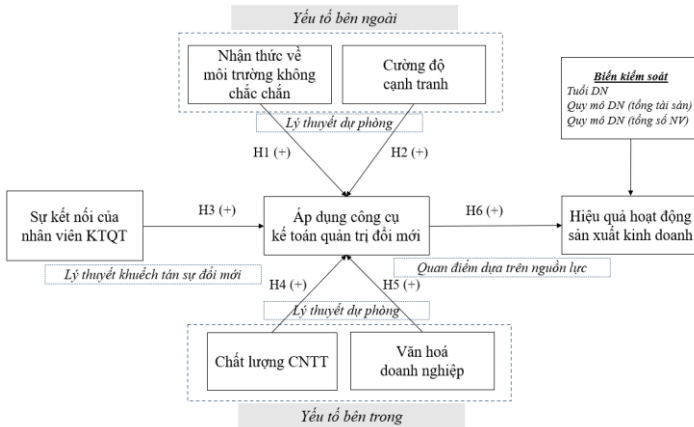


Figure 2.2 : Proposed research model

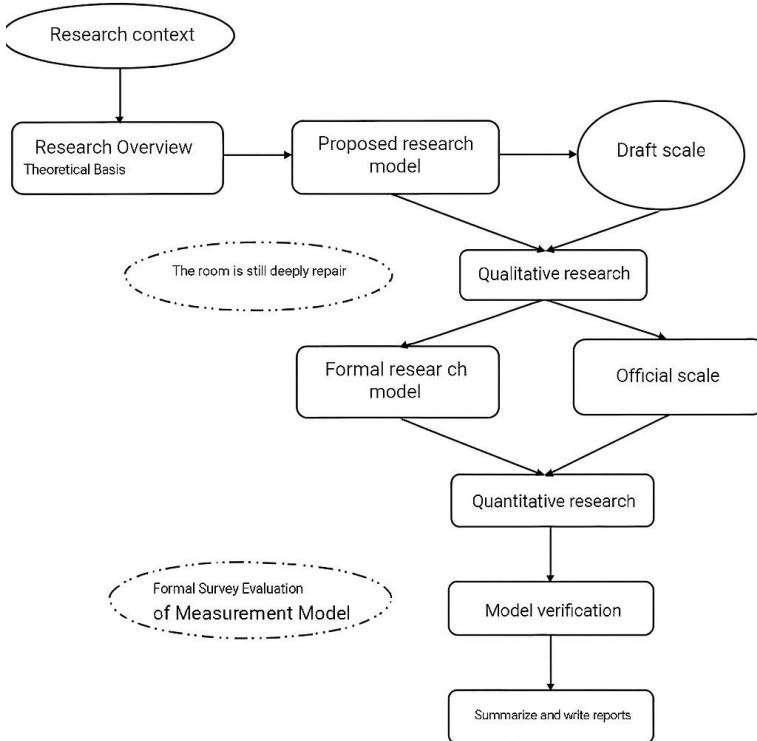
In the proposed research model, the author relies on situational theory and further considers the impact of control variables on the firm performance of MEs in VN. These control variables include enterprise age, employee size and asset size.

2.5. Conclusion of Chapter 2

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Discuss research methods

3.2. Research process



3.3. Scale of research concepts

The author applied the IMATs tool according to Ax and Greve (2017), Naranjo-Gil et al. (2009), Al-Sayed and Dugdale (2015) and Pavlatos and Kostakis (2018). PEU was measured according to Govindarajan (1984), Hadid and Al-Sayed (2021), and Alsayed (2010). CI was measured according to Williams and Seaman (2001), Khandwalla (1977) and Libby and Waterhouse (1996). MAN was measured according to Newell et

al. (1998) and Hadid and Al-Sayed (2021). ITQ was measured according to Krumwiede (1998), Hadid and Al-Sayed (2021) and Alsayed, MS (2010). OC was measured according to Baird et al. (2018); Zhang et al. (2015) and Hadid and Al-Sayed (2021) and Alsayed, MS (2010). Business performance measured by Calantone et al. (2002).

3.4. Qualitative research design

3.4.1. Qualitative research process

The author chose the in-depth expert interview method as the key method for the qualitative part.

3.4.2. Objectives of qualitative research

Expert interviews help confirm the suitability of the research model in the Vietnamese context and adjust the scale if necessary, to ensure the model's suitability in the context of a developing country.

3.4.3. Expert interview method

The case study method combined with expert interviews was used to verify the research model, confirm the relationship between factors affecting the adoption of the IMATs and firm performance, and check the suitability of the scale in the context of enterprises in Vietnam.

3.4.4. Expert sample selection

The interviewed experts must ensure: (1) the number of years of experience working in international economics is over 10 years; (2) the degree requirement for lecturers is from PhD or higher and have in-depth research on international economics published in prestigious journals, and for those with experience working in international economics, a bachelor's degree or higher is required; (3) have a certain understanding of the research issue, and also demonstrate through the job position.

3.4.5. Data collection tools

The semi-structured questionnaire has four parts, including information about the research topic, the next part is basic information of the experts, the next part is semi-structured questions to confirm and check the practical suitability of the research theoretical model, the last part is discussion about the scale.

3.4.6. Data collection techniques

Regarding the interview format, the author can choose to conduct the interview in person or online (for example via Zoom, Google Meet), depending on the actual conditions and convenience in approaching the subject.

3.4.7. Data collection process

The author chooses a suitable location, conducts an initial discussion to help the expert understand the topic, then conducts interviews and records the information.

3.4.8. Data analysis and synthesis

The information is compiled by the author, then grouped and presented in a table.

3.5. Quantitative research design

3.5.1. Quantitative research process

The quantitative research process is designed according to a strict scientific process, including determining the research sample, designing a survey questionnaire, collecting data, checking and cleaning the data, and then analyzing the data using appropriate statistical methods.

3.5.2. Quantitative research objectives

The objective of quantitative research is to test the research model and confirm the hypotheses established after the qualitative research phase.

3.5.3. Survey method

In this thesis, the survey method was chosen because data on external and internal factors affecting the adoption of IMATs, the adoption of tools in enterprises and the production and firm performance are not yet available on the market.

3.5.4. Sample and sampling method

The thesis used a purposive convenience sampling method by approaching respondents with job positions, work experience, professional qualifications and knowledge related to the research topic.

3.5.5. Data collection tools

The author collected data mainly through online surveys using e-mail. This is one of the most popular data collection methods in quantitative research today (Rao and Scott, 1981).

3.5.6. Data collection process

Step 1: Complete the official questionnaire and test 10 respondents. Step 2: Gather an email list of potential respondents. Step 3: Send the questionnaire via email address.

3.5.7. Data analysis techniques and processes

This study relies on PLS-SEM to analyze the data. The process includes testing the measurement model and testing the structural model.

3.6. Conclusion of chapter 3

CHAPTER 4: RESEARCH RESULTS AND DISCUSSION

4.1. Qualitative research results

4.1.1. Assessment of the suitability of the research model

Most experts agree with the research model.

4.1.2. Assessing the appropriateness of the scale and adjusting the questionnaire

Most experts commented on the rewording of the scales to design a more understandable questionnaire. Among them, the Firm Performance Scale needs to add one more observation variable to ensure suitability.

4.2. Quantitative research results

4.2.1. Sample and descriptive statistics

4.2.2. Measurement model validation

Assessment of scale reliability and convergent validity: all scales have high composite reliability, Cronbach's alpha coefficients of the main research variables all have high values. All scales have good internal consistency reliability, with Cronbach's Alpha and Composite Reliability both above 0.7. This shows that the observed variables in each scale have a high level of correlation and consistent measurement.

The assessment of the discriminant validity of the scales was carried out based on three criteria: HTMT, Fornell-Larcker method, and cross-loading factor. The assessment showed that the scales in the research model achieved very good discriminant validity.

4.2.3. Testing for method bias

To test the influence of method bias in the study, the author used SPSS 26 software and applied Harman single factor analysis technique. The results showed that method bias did not have a significant influence on the collected data (Harman single factor accounted for only 37.48%).

4.2.4. Assessment of the suitability of the research model

Table 4.11. R Square Index

Endogenous variables	R Square	R Square Adjusted
Adoption of IMATs	0.812	0.808
Firm Performance	0.540	0.536

4.2.5. Testing the structural model and hypotheses

4.2.5.1. Multicollinearity assessment: No multicollinearity.

4.2.5.2. Testing research hypotheses

Table 4.13. Results of testing hypotheses by PLS path

Hypothesis	Relationship	β	T statistics	P-value	Result
H1	PEU \rightarrow Adoption of IMATs	0,311	3,49	0,000	Accepted
H2	IC \rightarrow Adoption of IMATs	0,085	2,85	0,000	Accepted
H3	MAN \rightarrow Adoption of IMATs	0,280	4,33	0,000	Accepted
H4	ITQ \rightarrow Adoption of IMATs	0,150	3,71	0,000	Accepted
H5	OC \rightarrow Adoption of IMATs	0,085	3,74	0,000	Accepted
H6	Adoption of IMATs \rightarrow FP	0,554	11,82	0,000	Accepted

4.2.5.3. Testing the model's fit to the data

The results showed that the scale had a high level of fit.

4.3. Discussion of research results

4.4. Conclusion of chapter 4

CHAPTER 5: CONCLUSION AND RESEARCH IMPLICATIONS

5.1. Conclusion

5.2. Research implications

5.2.1. Theoretical implications

The thesis contributes to the systematization and introduction of the concept of applying IMATs. At the same time, it expands the situation theory, the diffusion theory of innovation and the resource-based view. By verifying the relationship between external and internal factors to the adoption of IMATs as well as the relationship between the adoption of IMATs and firm performance.

5.2.2. Management implications

First, the study suggests that MEs need to improve their internal control systems, strengthen the connection between employees and corporate culture, invest in information technology, and exploit competitive pressure to implement the adoption of IMATs. Next, it affirms that the adoption of IMATs has a positive impact on the performance of production and business activities. Third, the role of IMATs needs to be improved. Fourth, the research results imply that MEs should boldly adopt IMATs when the environment is volatile. Fifth, the study implies the importance of leadership. Sixth, promote IMATs to spread the adoption of IMATs. Seventh, the adoption roadmap should be followed step by step instead of suddenly. Finally, government policies need to promote innovation in management accounting of MEs.

5.3. Limitations and future research directions

Although the study has made important contributions to the theory and practice of adopting the IMAT in the production of MEs in Vietnam, there are still some limitations. First, the scope of the sector is only focused on the production of MEs,

reducing generalizability; future studies should expand to the service, trade, and high-tech sectors. Second, the study uses cross-sectional data, which does not reflect the innovation process over time; longitudinal research is needed to better understand the innovation process. Third, the theoretical model is limited; it is necessary to integrate institutional theory, organizational dynamics, and moderating variables such as OC and ITQ. Fourth, the research context is limited to VN; future studies should expand to many emerging countries to test the universality of the model and compare the differences between economies.

5.4. Conclusion of chapter 5

GENERAL CONCLUSION

Innovation of international economics in emerging economies like VN is a topic that attracts the attention of many scholars. Although there are many studies revolving around the adoption of international economics tools, there are not many studies that combine situational theory and Diffusion of Innovation (DOI) theory in the same model. This thesis fills that gap by integrating the resource-based view (RBV), to examine the factors affecting the adoption of international economics and its impact on the firm performance of MEs in Vietnam. The author interviewed 10 experts to calibrate the model and scale, then surveyed 221 enterprises. Quantitative results show that: PEU, CI, MAN, ITQ and OC have a positive impact on the adoption of IMATs. All have positive effects on the adoption of IMATs, and this adoption also contributes to improving firm performance. The thesis contributes to the theory of management and proposes practical implications, while acknowledging some limitations and suggesting future research directions.