

ENHANCING GOOD CORPORATE GOVERNANCE THROUGH THE APPLICATION OF RESPONSIBILITY-BASED MANAGEMENT ACCOUNTING SYSTEMS

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ABSTRACT

This study examines how responsibility-based management accounting systems (RBMAS) contribute to enhancing good corporate governance, with a particular focus on accountability and transparency in modern organizations. It seeks to address the gap between formal governance structures and their practical effectiveness in supporting organizational control and decision-making. An exploratory qualitative study was conducted using a case study approach. Data were collected from organizational actors involved in accounting and governance practices through in-depth interviews, observations, and document analysis to capture comprehensive insights into system implementation. The collected data were analyzed using thematic analysis. The process involved coding, categorizing, and identifying key themes related to responsibility centers, transparency mechanisms, and governance outcomes. Data triangulation was applied to ensure credibility and consistency of findings. The findings reveal that the implementation of RBMAS strengthens accountability by clearly defining responsibility centers and performance measures. The system enables more structured reporting and improves decision-making processes. In addition, accounting systems enhance transparency by providing accurate and timely information, particularly when supported by digital technologies. However, challenges such as system integration and human factors influence the effectiveness of implementation. The study also highlights that governance effectiveness is shaped not only by technical systems but also by organizational culture and leadership support. Based on the findings, this study proposes a conceptual framework that integrates responsibility-based accounting systems with transparency mechanisms to enhance corporate governance. The results emphasize that effective governance requires alignment between accounting systems, organizational processes, and human factors in order to achieve sustainable performance and accountability.

Keywords: Responsibility-Based Management Accounting; Corporate Governance; Accountability; Transparency.

1. INTRODUCTION

The increasing complexity of modern organizations has intensified the demand for effective governance systems that ensure accountability, transparency, and sustainability. In this context, good corporate governance (GCG) has emerged as a critical framework for aligning organizational activities with stakeholder expectations and regulatory requirements. Organizations are increasingly required to demonstrate responsible management practices that not only focus on financial performance but also incorporate ethical and social considerations (Tricker, 2019).

The evolution of governance practices has been significantly influenced by the advancement of digital technologies and data-driven decision-making. These developments have transformed traditional accounting systems into more dynamic and integrated tools that support managerial control and strategic planning. As a result, management accounting systems are no longer limited to financial reporting but also play a central role in facilitating governance and organizational accountability (Bhimani, 2020).

Responsibility-based management accounting systems have gained attention as an effective mechanism for enhancing governance by linking accountability with organizational structure. These systems assign responsibility to specific units or individuals, thereby enabling better control, performance evaluation, and decision-making processes (Drury, 2018). By clearly defining roles and responsibilities, organizations can improve transparency and reduce agency problems.

In addition, the application of responsibility accounting supports decentralization, allowing managers at different levels to make decisions while being held accountable for their outcomes. This approach enhances managerial efficiency and encourages proactive behavior, which is essential in dynamic and competitive environments (Merchant & Van der Stede, 2017).

However, despite the theoretical advantages of responsibility-based accounting systems, their practical implementation often faces challenges. Organizations may struggle with aligning responsibility centers with strategic objectives, leading to inefficiencies and performance gaps. This issue highlights the need for a more integrated approach that combines accounting systems with governance frameworks (Simons, 2020).

Furthermore, the effectiveness of governance mechanisms is closely related to the quality of information produced by accounting systems. Accurate and timely information enables stakeholders to monitor organizational performance and ensure compliance with governance principles. Therefore, the integration of responsibility accounting with modern information systems is crucial for achieving effective governance (Granlund, 2019).

Another important aspect of governance enhancement is the role of internal control systems. Responsibility-based accounting contributes to strengthening internal controls by establishing clear accountability structures and performance metrics. This, in turn, reduces the risk of fraud and mismanagement (COSO, 2017).

In the context of corporate governance, transparency is a key determinant of organizational trust and legitimacy. Responsibility accounting enhances transparency by providing detailed information about the performance of different organizational units, enabling stakeholders to assess accountability effectively (Bushman et al., 2018).

Moreover, accountability mechanisms supported by management accounting systems contribute to ethical decision-making. When individuals are held responsible for their actions, they are more likely to adhere to organizational values and governance standards (Kaplan & Atkinson, 2019).

The increasing emphasis on sustainability and corporate social responsibility (CSR) further highlights the importance of responsibility-based accounting systems. These systems enable organizations to track and report non-financial performance, thereby supporting sustainable governance practices (Schaltegger & Burritt, 2018).

Despite these benefits, empirical evidence on the relationship between responsibility accounting and governance outcomes remains limited. Some studies suggest that the impact of accounting systems on governance is contingent upon organizational culture and leadership (Otley, 2016).

Additionally, the integration of digital technologies into accounting systems presents both opportunities and challenges. While digitalization enhances data accuracy and accessibility, it also requires organizations to adapt their governance frameworks to manage new risks and complexities (Quattrone, 2016).

In emerging economies, the implementation of advanced accounting systems is often constrained by institutional and organizational factors. These limitations may hinder the effectiveness of governance mechanisms and reduce the impact of responsibility accounting systems (Uyar et al., 2020).

Furthermore, the role of human factors in the success of accounting systems cannot be overlooked. Employees' understanding, competence, and commitment to accountability significantly influence the effectiveness of governance practices (Hall, 2016).

The relationship between management accounting and governance is also influenced by organizational structure. Decentralized organizations tend to benefit more from responsibility accounting systems due to increased autonomy and accountability (Chenhall & Moers, 2015).

In addition, performance measurement systems play a crucial role in linking responsibility accounting with governance outcomes. Balanced and comprehensive performance indicators enable organizations to align individual performance with strategic objectives (Neely, 2018).

However, inconsistencies in empirical findings suggest that the relationship between responsibility accounting and governance is complex and multifaceted. This indicates the need for further research to explore the underlying mechanisms and contextual factors (Malmi, 2016).

One potential explanation for these inconsistencies is the lack of integration between accounting systems and governance frameworks. Organizations may implement accounting systems without aligning them with governance objectives, leading to suboptimal outcomes.

Therefore, this study aims to explore how responsibility-based management accounting systems contribute to enhancing good corporate governance. By focusing on the integration of accountability, transparency, and performance measurement, this research seeks to provide a comprehensive understanding of the role of accounting systems in governance.

Table 1. Research Positioning

No	Area	Prior Focus	Gap	Contribution
1	Corporate governance	Transparency & accountability	Limited accounting integration	Integrates accounting systems
2	Management accounting	Performance measurement	Weak governance linkage	Links to governance
3	Responsibility accounting	Cost control	Limited strategic perspective	Expands to governance
4	Digital accounting	System efficiency	Lacks accountability focus	Adds governance dimension
5	Organizational performance	Financial outcomes	Ignores governance	Integrates governance

Source: Secondary data processed, 2025

Recent studies have highlighted the growing importance of governance mechanisms in ensuring organizational accountability and transparency. However, most research focuses either on governance frameworks or accounting systems independently, with limited integration between the two. This fragmentation creates a gap in understanding how accounting systems can actively contribute to governance enhancement.

Responsibility-based management accounting systems offer a promising approach to bridging this gap by linking accountability with organizational structure and performance

measurement. Despite their potential, existing studies have not fully explored their role in governance, particularly in the context of digital transformation and sustainability.

This study addresses this gap by proposing an integrated framework that connects responsibility accounting with governance principles. By doing so, it contributes to the literature by providing a more comprehensive understanding of how accounting systems can enhance transparency, accountability, and overall governance effectiveness.

2. LITERATURE REVIEW

2.1 Responsibility-Based Management Accounting Systems and Corporate Governance

Responsibility-based management accounting systems (RBMAS) represent a structured approach to assigning accountability within organizations by linking financial and operational outcomes to specific responsibility centers. This system enhances managerial control by ensuring that decision-makers are accountable for the resources under their authority, thereby supporting more transparent and efficient governance practices (Horngren et al., 2018).

In the context of corporate governance, RBMAS contributes to strengthening internal accountability mechanisms by clearly defining roles, responsibilities, and performance expectations. Effective governance requires accurate and timely information, and RBMAS facilitates this by generating detailed reports that allow stakeholders to monitor performance across organizational units (Zimmerman, 2017).

The implementation of RBMAS also supports decentralization, which is a key principle in modern organizational design. By delegating authority to lower-level managers while maintaining accountability, organizations can improve responsiveness and decision-making efficiency. This balance between autonomy and control is essential for achieving governance effectiveness in complex environments (Anthony et al., 2014).

Moreover, RBMAS plays a significant role in reducing agency problems by aligning the interests of managers with those of the organization. When performance is measured and evaluated at the responsibility center level, managers are more likely to act in ways that support organizational objectives, thereby improving governance outcomes (Jensen & Meckling, 1976).

Another important contribution of RBMAS is its role in enhancing transparency. By providing detailed financial and non-financial information, the system enables stakeholders to assess organizational performance more effectively. Transparency is a cornerstone of good corporate governance, as it builds trust and reduces information asymmetry between management and stakeholders (Healy & Palepu, 2001).

In addition, RBMAS supports the development of internal control systems by establishing clear performance metrics and accountability structures. These controls help prevent fraud, mismanagement, and inefficiencies, thereby strengthening governance frameworks (Simons, 1995).

The integration of RBMAS with digital technologies further enhances its effectiveness. Digital accounting systems enable real-time data processing and reporting, which improves the accuracy and timeliness of information used for governance purposes. This integration allows organizations to respond more quickly to emerging risks and opportunities (Rom & Rohde, 2007).

Despite its advantages, the effectiveness of RBMAS depends on organizational culture and leadership. Without a strong commitment to accountability and transparency, the system may fail to achieve its intended outcomes. Therefore, successful implementation requires alignment between accounting systems, governance structures, and organizational values (Otley & Ferreira, 2009).

2.2 Transparency and Governance Enhancement Through Accounting Systems

Transparency is widely recognized as a fundamental principle of good corporate governance, as it ensures that stakeholders have access to relevant and reliable information about organizational activities. Accounting systems play a critical role in achieving transparency by providing structured and standardized financial and non-financial information (Bushman & Smith, 2003).

Modern accounting systems have evolved to incorporate advanced technologies that enhance data accuracy, accessibility, and integration. These systems enable organizations to produce real-time reports, which improve decision-making and accountability. As a result, transparency is no longer limited to periodic disclosures but has become a continuous process supported by digital systems (Granlund & Mouritsen, 2003).

The relationship between transparency and governance is closely linked to information asymmetry. When stakeholders lack access to accurate information, governance mechanisms become less effective. Accounting systems reduce this asymmetry by ensuring that relevant information is available to all stakeholders, thereby improving trust and accountability (Lambert et al., 2007).

Furthermore, transparency facilitated by accounting systems contributes to better performance evaluation and monitoring. By providing clear and measurable indicators, organizations can assess the effectiveness of their strategies and ensure alignment with governance objectives (Ittner & Larcker, 2003).

Accounting systems also support ethical behavior by promoting accountability and reducing opportunities for opportunistic actions. When performance is measured and reported transparently, individuals are more likely to adhere to organizational values and governance standards (Merchant & Otley, 2007).

In addition, the integration of sustainability reporting into accounting systems has expanded the scope of transparency. Organizations are now expected to disclose environmental, social, and governance (ESG) information, which enhances stakeholder awareness and supports sustainable governance practices (Eccles & Krzus, 2010).

However, achieving transparency through accounting systems is not without challenges. Organizations must ensure data quality, system integration, and user competence to fully realize the benefits of digital accounting. Failure to address these issues may result in inaccurate reporting and weakened governance (Dechow et al., 2010).

Overall, the enhancement of governance through accounting systems depends on the effective integration of technology, processes, and human factors. By aligning these elements, organizations can achieve greater transparency, accountability, and performance, thereby strengthening their governance frameworks in the digital era (Quattrone, 2016).

3. METHODS

3.1 Research Design

This study employs a qualitative research approach with an interpretive paradigm to explore how responsibility-based management accounting systems contribute to enhancing corporate governance. Qualitative research is particularly suitable for understanding complex organizational phenomena, as it allows researchers to capture meanings, experiences, and contextual dynamics that cannot be adequately explained through quantitative methods (Denzin & Lincoln, 2018).

The research adopts a case study strategy, focusing on organizational practices related to accounting systems and governance. Case study research enables in-depth investigation of contemporary phenomena within real-life contexts, especially when the boundaries between the phenomenon and context are not clearly evident (Stake, 1995). This approach is appropriate for examining how accounting systems are implemented and how they influence transparency and accountability in practice.

3.2 Research Setting and Participants

The study is conducted within an organizational setting that applies management accounting systems to support governance practices. Participants are selected using **purposive sampling**, which allows the researcher to identify individuals who possess relevant knowledge and experience related to accounting systems and organizational governance (Patton, 2015).

The participants include managers, accounting staff, and operational employees who are directly involved in the implementation of responsibility-based accounting systems. This diversity ensures that multiple perspectives are captured, providing a comprehensive understanding of the phenomenon. Data collection continues until **theoretical saturation** is achieved, meaning that no new significant insights emerge from additional data (Charmaz, 2014).

3.3 Data Collection Techniques

Data are collected using multiple qualitative techniques to ensure depth and triangulation:

1. In-depth Interviews. Semi-structured interviews are conducted to explore participants' perceptions, experiences, and interpretations of accounting systems and governance practices. This method allows flexibility in probing deeper into relevant issues (Rubin & Rubin, 2012).
2. Participant Observation. Observation is used to examine actual organizational practices, including communication patterns, decision-making processes, and the use of accounting information in daily activities. This method provides contextual insights that complement interview data (Spradley, 2016).
3. Document Analysis. Organizational documents such as financial reports, internal policies, and governance guidelines are analyzed to understand formal structures and procedures. Document analysis helps validate findings obtained from interviews and observations (Bowen, 2009).

The combination of these methods ensures data triangulation, which enhances the credibility and robustness of the research findings.

3.4 Data Analysis Technique

The data are analyzed using **thematic analysis**, which involves identifying, analyzing, and interpreting patterns within qualitative data. This method is widely used in qualitative research due to its flexibility and systematic approach (Nowell et al., 2017).

The analysis follows several stages:

1. Data familiarization through reading and re-reading transcripts
2. Initial coding to identify meaningful units of data
3. Theme development by grouping related codes
4. Reviewing and refining themes
5. Interpreting and reporting findings

To ensure research rigor, this study applies trustworthiness criteria, including credibility, transferability, dependability, and confirmability. Techniques such as member checking, peer debriefing, and audit trails are used to enhance the validity of the findings (Tracy, 2010).

4. RESULTS AND DISCUSSION

4.1 Implementation of Responsibility-Based Management Accounting Systems in Supporting Governance

The findings indicate that the implementation of responsibility-based management accounting systems (RBMAS) plays a crucial role in strengthening organizational governance. Through in-depth interviews and observations, it was found that the allocation of responsibility centers enhances clarity in roles and accountability structures. Employees demonstrate a better understanding of their duties when performance is measured and evaluated based on clearly defined responsibilities.

Furthermore, the use of RBMAS enables organizations to improve transparency by providing structured financial and non-financial information across different units. Participants emphasized that the availability of detailed performance reports supports more informed decision-making and facilitates internal monitoring. However, the effectiveness of this system depends on how well it is integrated with organizational processes and leadership practices.

Table 2. Responsibility-Based Accounting Implementation

Aspect	Findings	Interpretation
Responsibility centers	Clearly defined across units	Enhances accountability
Performance measurement	Based on unit responsibility	Improves evaluation accuracy
Reporting system	Structured and periodic	Supports transparency
Decision-making	Data-driven approach	Strengthens governance

Source: Secondary data processed, 2025

The table illustrates that the implementation of RBMAS contributes significantly to organizational governance by establishing clear accountability mechanisms. The presence of structured reporting systems allows management to monitor performance effectively and make informed decisions.

The study also reveals that responsibility-based accounting supports decentralization by empowering managers at different levels to make decisions within their areas of responsibility. This decentralization fosters responsiveness and flexibility, which are essential in dynamic organizational environments. However, challenges remain in ensuring consistency in performance evaluation across units.

Table 3. Challenges in RBMAS Implementation

Aspect	Findings	Interpretation
System integration	Not fully aligned with digital systems	Limits effectiveness
Performance consistency	Variations across units	Reduces comparability
Human factors	Differences in competence	Affects implementation quality
Communication	Limited cross-unit coordination	Weakens collaboration

Source: Secondary data processed, 2025

The findings highlight that despite its benefits, RBMAS faces several challenges related to system integration and human factors. These issues may hinder the effectiveness of governance mechanisms if not properly addressed.

4.2 Transparency and Governance Enhancement Through Accounting Systems

The second set of findings focuses on how accounting systems contribute to enhancing transparency and governance. The results show that organizations that effectively utilize accounting systems are better able to provide accurate and timely information to stakeholders. This transparency improves trust and supports accountability mechanisms within the organization.

Participants reported that digitalized accounting systems facilitate real-time reporting and improve access to information. This capability allows managers to monitor performance continuously and respond quickly to emerging issues. However, the benefits of transparency are influenced by organizational culture and the willingness of employees to share information openly.

Table 4. Role of Accounting Systems in Transparency

Aspect	Findings	Interpretation
Data accuracy	High with digital systems	Enhances reliability
Reporting speed	Real-time reporting	Improves responsiveness
Information access	Widely available	Supports transparency
Stakeholder trust	Increased with transparency	Strengthens governance

Source: Secondary data processed, 2025

The table demonstrates that accounting systems play a central role in improving transparency by ensuring data accuracy and accessibility. These factors contribute to stronger governance and increased stakeholder trust.

In addition, the study finds that transparency supported by accounting systems leads to improved organizational performance by enabling better monitoring and evaluation. When stakeholders have access to reliable information, they can assess performance more effectively and ensure alignment with governance objectives.

Table 5. Governance Outcomes from Transparency

Aspect	Findings	Interpretation
Accountability	Clearly defined	Improves control mechanisms

Performance monitoring	More effective	Enhances evaluation
Decision-making	Evidence-based	Increases efficiency
Risk management	Early detection	Reduces uncertainty

Source: Secondary data processed, 2025

The findings confirm that transparency achieved through accounting systems leads to significant improvements in governance outcomes. Enhanced accountability and monitoring enable organizations to operate more effectively and respond to risks proactively.

Discussion

5.1 Strengthening Governance Through Responsibility-Based Management Accounting Systems

The findings of this study confirm that the implementation of responsibility-based management accounting systems (RBMAS) significantly contributes to strengthening corporate governance. The presence of clearly defined responsibility centers enhances accountability by ensuring that each organizational unit is directly responsible for its performance outcomes. This supports the argument that structured accountability systems are fundamental to effective governance, particularly in complex organizations where decision-making authority is distributed (Abernethy et al., 2020).

The results also indicate that RBMAS improves transparency by providing detailed and structured reporting across organizational levels. This aligns with previous studies suggesting that management accounting systems play a critical role in reducing information asymmetry and improving monitoring mechanisms (Armstrong et al., 2015). By enabling managers and stakeholders to access relevant performance data, RBMAS facilitates more informed decision-making and strengthens governance practices.

However, the study also identifies several challenges that may limit the effectiveness of RBMAS, particularly related to system integration and human factors. The lack of alignment between accounting systems and digital platforms may reduce the efficiency of information flows, while differences in employee competence may affect the consistency of implementation. These findings are consistent with research highlighting that the success of accounting systems depends not only on technical design but also on organizational readiness and user capabilities (Bedford & Speklé, 2018).

Furthermore, the findings emphasize the importance of leadership and organizational culture in supporting the implementation of RBMAS. Without a strong commitment to accountability and transparency, the system may not function as intended. This suggests that governance enhancement requires a holistic approach that integrates accounting systems with organizational values and leadership practices (Tessier & Otley, 2012).

Overall, this study extends the literature by demonstrating that RBMAS is not merely a control tool but also a governance mechanism that supports transparency, accountability, and

performance management. The integration of responsibility accounting into governance frameworks provides a more comprehensive approach to improving organizational effectiveness.

5.2 Transparency as a Driver of Governance Effectiveness

The findings further reveal that transparency, facilitated by accounting systems, plays a crucial role in enhancing governance effectiveness. Organizations that implement robust accounting systems are better able to provide accurate, timely, and accessible information, which strengthens accountability and stakeholder trust. This supports the view that transparency is a key determinant of governance quality and organizational legitimacy (Healy & Palepu, 2001).

The study shows that digitalized accounting systems significantly improve reporting speed and data accuracy, enabling real-time monitoring of organizational performance. This finding is consistent with recent research indicating that digital technologies enhance the relevance and reliability of accounting information, thereby supporting better governance outcomes (Appelbaum et al., 2017).

Moreover, transparency is found to improve performance evaluation and decision-making processes. When stakeholders have access to reliable information, they can assess organizational performance more effectively and ensure alignment with strategic objectives. This reinforces the idea that transparency not only supports governance but also contributes to organizational performance (Hope et al., 2013).

However, the effectiveness of transparency is influenced by organizational culture and communication practices. The study finds that transparency alone is insufficient if employees are not willing to share information openly or if communication channels are limited. This highlights the importance of fostering a culture of openness and collaboration to fully realize the benefits of transparency (Christensen et al., 2021).

In addition, the findings suggest that transparency contributes to improved risk management by enabling early detection of potential issues. This supports the argument that transparent reporting systems enhance organizational resilience and adaptability in dynamic environments (Power, 2009).

Overall, this study contributes to the literature by demonstrating that transparency, supported by accounting systems, is a critical driver of governance effectiveness. By integrating transparency with accountability and performance measurement, organizations can achieve more sustainable and effective governance practices.

5. CONCLUSION AND LIMITATION

This study examines how responsibility-based management accounting systems (RBMAS) enhance good corporate governance through improved accountability and transparency. The findings demonstrate that the effectiveness of governance is not solely determined by formal

structures, but also by how accounting systems are implemented, integrated, and utilized within organizational processes. In particular, RBMAS provides a structured mechanism that links responsibility, performance measurement, and decision-making, thereby strengthening governance practices in a comprehensive manner.

First, the study concludes that the implementation of RBMAS significantly improves organizational accountability. By clearly defining responsibility centers and performance indicators, organizations are able to monitor and evaluate performance more effectively. This structured accountability reduces ambiguity in roles and responsibilities, enabling managers to make more informed and responsible decisions. As a result, RBMAS contributes to the development of a governance system that is more transparent, controlled, and aligned with organizational objectives.

Second, the study finds that transparency facilitated by accounting systems plays a crucial role in enhancing governance effectiveness. The availability of accurate, timely, and accessible information allows stakeholders to assess organizational performance and ensure accountability. Moreover, digitalized accounting systems further strengthen this transparency by enabling real-time reporting and continuous monitoring. This not only improves decision-making processes but also enhances organizational trust and credibility.

Overall, this study highlights that the integration of responsibility-based accounting systems and transparency mechanisms is essential for achieving effective corporate governance. Organizations seeking to improve governance outcomes should not only focus on system design but also ensure alignment with organizational culture, leadership, and technological capabilities.

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