

Application of Management Accounting in Business Management that Affects the Success of Beauty Clinics in Bangkok

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Abstract:- The purpose of this research is to study accounting strategies that affect business success from financial, customer, and internal operations perspectives. and learning and development of beauty clinics in Bangkok by using a questionnaire It is a tool for this study. The sample group used in this study The sample group used in this study was accounting directors. Accounting Manager Head of Accounting Department and accounting staff of the private hospital business in Bangkok, totaling 364 people, Statistics used in the study include number, percentage, mean, standard deviation, and Multiple Regression Analysis.

➤ Major Findings

1)] management accounting Affects business success, financial perspective of beauty clinics in Bangkok. 2) Application of management accounting Affecting business success, customer perspective of beauty clinics in Bangkok. 3) Application of management accounting Affects the success of the business from a perspective on the internal operations of beauty clinics in Bangkok. 4) Application of management accounting Affects the success of the business, perspectives on learning and development of beauty clinics in Bangkok.

Keywords:- Application of Management Accounting; Beauty Clinic; Bangkok.

I. INTRODUCTION

Accounting is considered very important to business success because accounting can provide information that is useful for business planning. Past data can be used for Future work planning It is also a medium for linking information between various agencies in order to Management can achieve organizational goals together. Including executives being able to use information obtained from Application of management accounting can be used to analyze situations in order to select the best operational practices for the organization. However, the information obtained from Application of management accounting must be relevant to the specified problem. are about to decide to have Accuracy and timeliness in implementation are concise and easy to understand and must be considered worth the cost spent in acquiring the data as well (Khomkrit Pawasutthinon and Supaporn Kongsawat, 2011) Application of management accounting is considered very important to the success of a

business. This is because Application of management accounting can provide information that is useful for business planning. Past data can be used for planning future work. It is also a medium for linking information between various departments so that management can achieve the organization's goals together. Including executives can use the information obtained from Application of management accounting to analyze the situation in order to choose the best operational guidelines for the organization. However, the information obtained from Application of management accounting must be relevant to the problem at hand. Decisions will be accurate and timely for implementation and concise and it is easy to understand and must consider the worthiness of the costs spent in acquiring the information as well (Komkrit Pawasuttinon and Supaporn Kongsawat, 2011). At present, the world situation is changing rapidly. Including medical care, receiving medical services tends to take care of and pay more attention to physical health. and be aware of preventing various illnesses or receive treatment early, unlike in the past where you had to wait cause symptoms or disease to occur, so one should see a doctor in addition, service recipients also have behavior in using the service. Medical aspects other than direct disease treatment, such as beauty enhancement, etc. (Wichai Urai, 2019)

Beauty clinics are a type of business that has different operating characteristics from general commercial businesses and is an investment that requires capital. and personnel with high level management experts and has an effect on the long-term survival of the business This research studied the accounting system of beauty clinics. Emphasis is placed on the financial accounting system. which includes preparing a chart of accounts Format of documents and accounting books as well as financial reporting as well as specifying important accounting procedures and internal controls that will be beneficial to those responsible for the accounting work of the business. It has been used as a guideline in developing the existing accounting system so that executives will receive accurate and timely information in making decisions that will result in successful investment goals. In addition, an accurate report may be useful to the government in considering assistance and promotion of this type of business. To help the country's citizens receive comprehensive medical care. and have perfect health for businesses with similar operations, this accounting system can be adapted for use, such as general medical clinics. Government hospitals, etc. (Wannee Khaochan. 1983)

The researcher wants to study Application of Application of management accounting that affect the success of beauty clinics in Bangkok. This is because it is important to use Application of management accounting theory in planning good system management. and choose the appropriate strategy to solve problems and improve business operations to be efficient and effective. The information in this research will be of great benefit to hospital business operators. including guidelines for practice in order to continue to be successful

➤ *Research Objectives*

- To study accounting that affect the financial success of beauty clinics in Bangkok.
- To study accounting from the customer perspective of beauty clinics in Bangkok.
- To study accounting that affect success from the perspective of internal processes of beauty clinics in Bangkok
- To study accounting in learning and development perspectives of beauty clinics, in Bangkok

➤ *Research Framework*

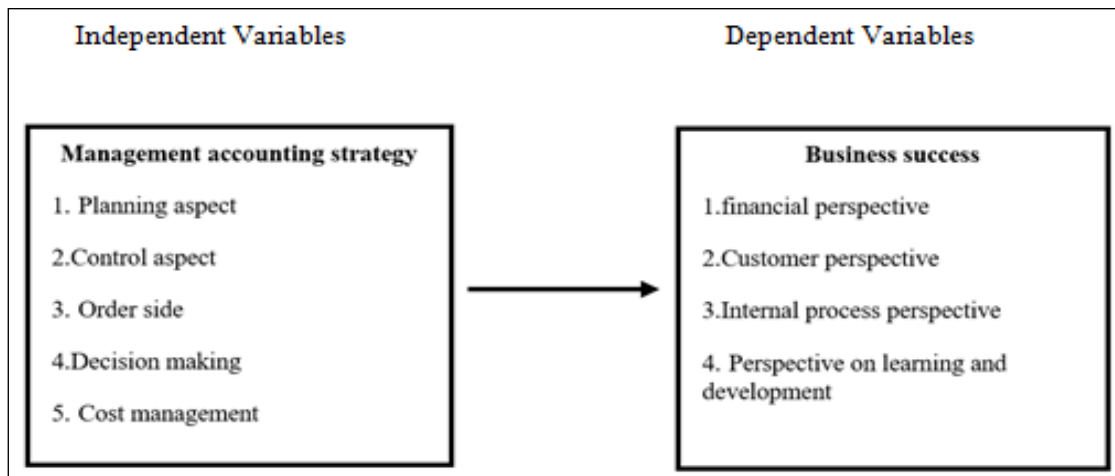


Fig 1: Research Concept Framework

II. LITERATURE REVIEW

A. *Concepts and Theories about Application of Management Accounting*

Managerial accounting refers to the process of analyzing, preparing, and interpreting financial information. According to the needs of the management or executives to help the administration in operations planning, ordering, controlling work and decision making to be efficient and bring maximum benefit to the business This is because management accounting can provide specific financial information that benefits the management department according to the nature of work and responsibilities of the management work (Somnuek Uejirapongphan and Panarat Panmanee, 2018).

There are 5 objectives of management accounting: (Weerawan Siripong, 2017)

- Provide information for use in planning and decision making.
- Assist executives in directing and controlling the operations of the business.
- Encourage executives and employees to work towards achieving business goals.
- Measure performance and operations in the business.
- Evaluate the status of the business for competition.

In addition, in the operation of business organizations Executives must perform key administrative duties to achieve the organization's objectives. In order to be able to perform such duties more efficiently and achieve greater effectiveness according to goals, it is necessary to use management accounting information to be useful in performing all 4 management duties as follows (Somjett Pankaew, 2013) 1. Planning will determine the future operations of the business. This will require the use of various types of accounting information, such as information about income, product sales, operating expenses, in making a "budget" to determine the activity plan and use of resources of the business in the future.

Siraporn Saetang (2018) defined that planning is the process of setting goals and operational strategies. in accordance with planning Both short-term and long-term effects must be considered.

Aniwat Kaewjamnong (2009) defined planning as the process of determining future objectives. Set future activities in order to achieve the objectives and needs Helps executives have information for operations. and use it as a guideline in deciding which options to implement. As well as being prepared to solve problems that may occur in the future. by avoiding solving immediate problems This may cause an error. Therefore, in planning Executives therefore need to have sufficient accurate information. To be used in deciding how to plan the allocation of limited resources to achieve maximum results for the business.

In general, strategic planning at each functional level has important elements. Consistent with the results of the study by Aniwat Kaewjamnong (2009), setting the direction of the business (Direction Setting) is specifying the destination and future needs. As a result, the work of every department is in the same direction. Setting the direction of the business must cover the needs of executives, shareholders, and the operational level. In determining business direction, action is taken by setting the vision and objectives. Setting a vision is specifying the overall future of the business in what way it wants to exist. Or what type of business do you want your own business to be? It can be said that a vision is a business's imagination or vision about the future of the business. It arises from the ideas, attitudes and views of senior executives and shareholders. setting objectives, it is the translation or adjustment of business missions and directions into actual operational results. Executives and shareholders expect or promise that the business will operate according to the business objectives. Therefore, results must be measurable in a clearly quantifiable form. and has a definite duration Technically, planning can be divided into 2 types, consisting of strategic plans and operational plans (Pannuch Chaipinchana, 2009).

- Strategic Plans are the plans that are most important to the business. which is under the responsibility of the top executive Because it is a map about deciding on the use of resources for long-term activities. and involves choosing long-term objectives. It must rely on various activities that will be organized to reinforce the business to meet the desired objectives. Which can be divided into 3 levels: Corporate Strategy (Corporate Strategy) is the main plan or master plan. It is a framework and guideline for management. A framework for setting operational plans for businesses.
- Work plan or operational plan The operational plan will be prepared in conjunction with the strategic plan. Executives must prepare an operating plan after creating a strategy plan in order to know how to operate in order to use the various resources of the existing business to get the most benefit according to the strategy used. This action plan will involve controllable factors. (Controllable Factor) within the business
- Directing: It is necessary to use application of management accounting information, such as information about product sales. Estimated inventory to be used to coordinate operations and to provide basic information for giving orders for daily operations.

Aniwat Kaewjamnong (2009) has given the meaning that the commander knows how to use coordination abilities. and encourage employees to perform their duties and responsibilities in order for the work to achieve the specified goals efficiently the types of orders to achieve success include:

- Using verbal commands, it is the use of leadership principles by executives by ordering subordinates to perform tasks as desired. The use of verbal commands in the performance of work indicates that the job required by the supervisor is important. So, you have to order it yourself. or for the sake of thoroughness and clarity of work and can lead to the achievement of work Managers

should use the principle of giving verbal commands when it comes to minor tasks. There is no impact on the wider business. (2) Written orders It is the use of command principles for middle and senior executives. In order to perform duties in the same direction of the business. Written orders are generally orders in the form of rules and regulations that a person must strictly abide by. Therefore, it must be properly announced in writing. So that people in the business can understand and follow Written instructions can serve as a guideline for performing tasks. and create cooperation in coordination Therefore, it has been sent to all departments to inform and follow along.

- Control in the process of measuring and evaluating the results or efficiency of operations to control and maintain the activities of the business according to the planned or specified guidelines. The actual application of management accounting data of the business must be used to prepare a performance report. To be compared with the estimated data in the work plan or budget set in advance.

Fayol (1916) defined control as checking that everything that happens is consistent with plans, orders, and principles. In this way, executives will discover weaknesses. and errors in order to fix it and prevent it from happening again. Control involves everything. Whether it be things, people, or actions, and also said that managing everything is done according to plan. Including operating according to the specified framework.

- In the area of decision making, it will be found that application of management accounting information, such as information about costs and returns (Benefits), will be relevant to the analysis and evaluation of alternatives. So that executives can make decisions on the most appropriate options that the business can achieve the goals or objectives that the business has planned.

Somnuk Uejirapongphan and Panarat Panmanee (2018) defined that decision making is an activity that takes place. and selecting the most appropriate option for the business That allows the business to proceed with achieving the goals or objectives that the business has planned. This accounting information is considered important in analyzing the best options. and making decisions to solve various problems in a timely manner, both in the short-term plans and the long-term plans of the executives and management decisions need to take into account costs and returns (Benefits) that occur in the business that are expected to be received from those decisions.

- Cost management has become one of the important factors. Because cost is a proportional expense, the result of the cost has a high or low value. Therefore, cost management and use of accounting information Therefore it is an important mechanism. For businesses to plan competition and operations to further evaluate performance Many scholars have mentioned the following:

Cost control is the reduction of all costs incurred in every step of the work process by improving and revising previous activities. which has clear goals and methods of measurement and comparison, such as procurement costs, processing costs, etc. and causing long-term negative effects on the business. Cost reduction strategies emphasize competition for profit. Using technology to reduce long-term costs. Managing existing resources to be as efficient as possible. Emphasis on the quality of products and services. Continuous improvement and development of work. Creating awareness in business to reduce costs. Including creating awareness among employees to be connected to the business. By promoting and developing knowledge the ability of employees at all levels is always. This concept places great emphasis on employees. Because work can be accomplished with human resources. and the technology will work well or new innovative technology will be invented for use in production and providing services to competitors must have employees with expertise, quality, experience, and teamwork (Thongpanchang Phongwarin, 2010)

B. Concepts and Theories about the Success of Beauty Clinics

Beauty clinic business It is a business that grew from the needs of the new generation who want to have Appearance, complexion, or personality that looks good to build more confidence in yourself. Currently, this business is becoming one of the rising stars that generate quite a bit of profit for entrepreneurs. Reflected by the money circulating in this business. with a value of not less than 12,000 million baht per year. From the increasing number of people coming to use the service, there is no gender limit, no age limit, ranging from students to working age groups. Not even the elderly group as a result, many entrepreneurs. Seeing opportunities and wanting to enter more markets. What follows is competition in the market that is quite fierce, wanting to compete for as many customers as possible to use the service.

Surgery Clinic There are many different types, such as eye surgery, nose surgery, lip surgery, chin surgery, face lifts, breast augmentation, gender reassignment, etc. It will be performed by doctors specialized in that field, ranging from small to major surgeries according to the nature of the service that the patient comes in for. That clinic. The skin and beauty clinic offers skin care services and facial shaping using various types of laser machines. If it is to adjust the shape of the face, both fillers, wrinkle reducing substances, and fat dissolving substances will be used as well. Anti-aging clinic will take care of vitamins. Using stem cells to take care of your health so that the body's various functioning systems do not deteriorate with age.

In the past 2-3 years, it will be seen that there have been more innovations. There has been a development in the science of beauty. health care for example, now it can be seen that some the university has courses. rehabilitation medicine. Many hospitals have full-service beauty and rehabilitation centers to provide a variety of treatment options. Safe and suitable for each customer.

Business management strategies for beauty clinics to be successful and grow in the long term

- Investment budget to determine the format of doing business and take part in decision making. Select locations, medical teams, drugs and medical supplies, innovations, and marketing strategies.
- Target customer group What services will be focused on which groups? Because this part has an overall effect on planning. Conduct business as a whole Especially in purchasing innovation and technology to provide services.
- Competitors in the market Considering competitors both in the same segment and products or products that are Available in the beauty market which is an indirect competitor It will make you aware of your strengths and weaknesses and be able to develop them to be different and interesting for your own business.

➤ *Guidelines for Measuring the Success of Beauty Clinic Operators.*

There are various approaches to measuring success according to the objectives or goals of business operations, but one approach that is considered a model of measurement that is commonly used to measure performance is balance Scorecard, which measures results from 4 perspectives: financial perspective Customer perspective Internal process perspective and perspectives on innovation and learning

- Financial perspective from a financial perspective, we look at the operating results in return from investment (Return-on-capital employed) and cash flow that reflects the desire for short-term results. This view includes Return on capital spent Profitability, cash flow, profit expectations Sales that have not yet been completed.
- Customer perspective Customers are an important mechanism for conducting business. Without customers there is no customer business. Consisting of old and new customers old customers we must maintain by building relationships with existing customers. regularly While new customers may come from market expansion, business partners, or recommendations from old customers. which the business must create satisfaction or the impression of capturing the hearts of customers the measure of customer success is the number of customers increased and market share.
- Internal process perspective Internal processes are a worthwhile use of available resources. and improve the work process of the business to be concise and as efficient as possible. Internal process measures such as controlling administrative expenses, reducing costs, reducing workload. must be repeated Reducing employee errors.
- Perspectives on innovation and learning Innovation and learning objectives the aim is to drive development and improve performance in terms of finances, customers, and internal processes, such as having new innovations. Access to new technology, work safety, employee satisfaction. (Kaplan R.S., Norton D.P., 2007)

Jarin Asasongtham (2003) gave his opinion on measuring performance as follows: The financial aspect consists of increase in profits increase in income and reduction of costs The customer side consists of Customer satisfaction, market share, retention of existing customer base.

From past research, there are several approaches to the concept of business success. For example, Siriwan (2013) measures business success from four perspectives. Including financial perspective and customer perspective. Internal process perspective and perspectives on learning and growth.

Thammathinna Srisuphan, Suchinda Chiamsriping and Chatri Preedaanantasuk (2014) measure operational success by profit growth rate. Rate of return on assets Market share and quality of products and services Ponnapa Piemchai, Supaporn Kupimai and Suphinya Anukanon (2015) measure the success of entrepreneurs by business growth and satisfaction Supada Sirikutta (2013) Success from income from profitable business operations. Stability in business Customer satisfaction with products the number of customers in the current year is compared to last year and the percentage of business success. Therefore, there are various ways to measure success. It depends on the goals of the business operator. In this event, the success of Business operators has 2 perspectives: internal process perspective and perspectives on business growth The internal process perspective is an application of internal processes and innovation and learning together measure results by measuring the ability to reduce administrative costs. The ability to increase working capital and have flexibility in investing can be leveraged. technology fully Ability to take full advantage of technology and capabilities in accessing new technology the business growth perspective is an application of financial and customer aspects together, measured by performance measures. and number of customers.

II. RESEARCH METHODOLOGY

❖ *Population Used in the Study*

This research is quantitative research. Focuses on studying accounting that affect business success according to the Balanced Scorecard concept, the population used in the study was 117 beauty clinics in Bangkok (Department of Business Development Ministry Accounting for 4 people per company).

A. *Sample Group Used in the Study*

The sample group used in the study included accounting directors. Accounting Manager Head of Accounting Department and accounting staff of beauty clinics.

B. *Tools Used in Educational Questionnaire was used as a Tool for Data Collection.*

C. *Data Analysis Methods Descriptive Statistics:*

- Use frequency and percentage to describe general information about respondents, including gender, age, education level, job title, work experience. (2) Use mean and standard deviation to describe the level of application of management accounting of beauty clinics in Bangkok. and the level of success of beauty clinics in Bangkok.

D. *Inferential Statistics*

Multiple Regression Analysis was used to explain the results of the analysis of the influence of variables of management accounting strategies that affect the success of beauty clinics in Bangkok.

III. RESULTS

➤ *General Data Analysis of Respondents and*

General data analysis of the accounting director Accounting Manager Head of Accounting Department and accounting staff of the private hospital business in Bangkok Statistics used are Frequency and Percentiles.

Table 1 Analysis of General Data of Respondents in Terms of Gender

Sex	Number (people)	Percentage
man	171	47.00
female	193	53.00
together	364	100.00

From Table 1, general data analysis of the sample respondents in terms of gender found that the majority of the sample respondents were female, totaling 193 people, accounting for the percentage. 53.00 and the rest are males, 171 people, accounting for 47.00 percent.

Table 2 Analysis of Opinions Regarding the Overall Use of Accounting in Private Hospital Businesses in Bangkok

Application of Management Accounting for Beauty Clinics in Bangkok	\bar{X}	S.D.	Level Comment
1. Planning	3.70	0.89	a lot
2. Control aspect	3.78	0.81	a lot
3. Decision making	3.74	0.83	a lot
4. Command side	3.65	0.89	a lot
5. Cost management	3.77	0.89	a lot
Overview	3.73	0.86	a lot

From Table 2, analysis of opinions regarding the use of application of management accounting Beauty clinics in Bangkok. Overall, it was found that overall, there was a high level of opinions at a high level ($\bar{x}=3.73$) when considering each aspect, they are arranged in order from most to least average.

The results were as follows: Control aspect There is a high level of opinion ($\bar{x}=3.78$) is the first order, followed by Including cost management there is a high level of opinion ($\bar{x}=3.77$). In decision-making, there is the level of opinion was at a high level ($\bar{x}=3.74$) in planning. There is a high level of opinion ($\bar{x}=3.70$) and the command side The opinion level was at a high level ($\bar{x}=3.65$) in the last order.

➤ Results of Testing of Study Hypotheses

In multiple regression analysis There is a preliminary agreement. In the verification section, examine the relationship between the primary variables by analyzing the Pearson's correlation coefficient, it was found that Coefficient of influence of variables of application of management accounting that affect the success of beauty clinics in Bangkok are the value is between 0.150-0.514, with all variables having a positive relationship. Statistically significant that level of 0.05 and to make the test of the relationship between the independent variables clearer. The student therefore.

The relationship between the predictive variables, namely Tolerance and VIF values, was examined Tolerance must be greater than 0.10 (Foxall and Yani-de-Soriano, 2005) and Variance Inflation Factor (VIF) must not exceed 10 (Belsley, 1991)

Table 3 Statistical analysis of Tolerance, VIF values

Predictive Variables	Collinearity	
	Tolerance	VIF
1. Planning	.217	4.610
2. Control aspect	.184	5.449
3. Decision making	.150	6.645
4. Command side	.166	6.013
5. Cost management	.514	1.947

From Table 3, statistical analysis of Tolerance values for planning and Control decision-making Command side and in terms of cost management, it was found to be valuable Tolerance is greater than 0.10, that is, between 0.150-0.514. VIF values less than 10 are equal to 1.947-6.645, that is, Multicollinearity does not occur. It was also found that the independent variables were included in the analysis Stepwise multiple linear regression There is no autocorrelation in the data.

IV. DISCUSSION

- Analysis of application of Application of accounting that affect business success financial perspective of beauty clinics in Bangkok found that the variables that were Support in finances including planning Control aspect and in terms of commanding Statistical significance at the 0.05 level and these 3 variables can also explain the variation. Financial aspect of the success of the private hospital business in Bangkok: 40.40 percent ($R^2 = 0.404$) This is consistent with the results of a study by Rosukon Khanthawong (2016) who studied the topic of needs of tour business operators in the northern region in using accounting data for management purposes. It was found that Planning of entrepreneurs who need to use accounting information as a result, the financial perspective is It is a profit and loss statement format showing expenses according to accounting items. and classify costs according to function It is estimated that the objectives have been achieved according to the goals that have been set Consistent with the results of the study Sarthun Buakhao (2016) studied the topic Relationship between management accounting techniques Strategic

analysis of the performance of food industry factories in Thailand found that planning and Controlling product costs is related to the success of profit Factory operations Food industry in Thailand.

- Analysis of accounting that affects business success customer perspective of beauty clinics in Bangkok found that the variables that were supported on the customer side is the planning side. Control aspect and decision making Statistically significant at the level of 0.05 which is consistent with the results the study of Ratchadaphon Tanil (2016) studied the Relationship between accounting techniques Strategic management and operating results of Food industry factories in Thailand found that Make decisions that affect the success of entrepreneurs in the food industry in Thailand.
- Analysis of application of management accounting that affect business success Perspective on the internal operations of beauty clinics in Bangkok. It was found that the variables Receive support in internal operations, including planning. and control aspects Statistically significant at the 0.05 level. This is consistent with the study of Somwang Siha (2014) who studied the use of techniques Strategic accounting of industrial plants in Khon Kaen Province found that planning and controlling the use of short-term budgets by factories that have been in business for a long time will have an effect to the success of applying strategic management accounting techniques more than factories that have operations business in a short period of time, and consistent with the study of Siraporn Saetang (2018), a study was conducted Impact of Modern applications of management accounting to the efficiency of business operations SME Nakhon Ratchasima Province found that the application

Modern management accounting in planning is effective to the efficiency of the internal operations of the business. This is consistent with the results of the study by Yadpirun Sing Haad and Prawet Penwutthikul (2016) found that the application of management accounting information for planning, Ordering and decision making. In operating and controlling the operational efficiency of the business, there are Positive relationship with the ability to achieve the business's objectives. Using resources wisely Efficiency.

- Analysis of application of management accounting that affect business success. Perspectives on learning and development of the beauty clinic business in Bangkok found that Variables that are supported in learning and development include planning. Control aspect and decision making. Statistically significant at the 0.05 level. This is consistent with the results of the study by Tsai, W., & Ghoshal, S., (1998) studied the Management in today's business organizations from the survey found. Manufacturing businesses found that the success of accounting techniques for business development management comes from Issues and problems occurring in product production that management accounting has quantitative planning techniques. How and must be able to measure results from management's control and decisions which is consistent with the results. The study of Siraporn Saetang (2018) conducted a study on Impact of accounting applications modern management on the operational efficiency of SME businesses in Nakhon Ratchasima Province found that the impact of modern management accounting applications in terms of planning towards operational efficiency overall. There is a positive impact on overall management when management accounting is applied.

Therefore, agencies involved in the development of SMEs should promote and provide training for businesses. SMEs have knowledge of modern management accounting and various Application of application of management accounting techniques to enable SMEs businesses have knowledge and ability to apply it to operate your business correctly and appropriately.

SUGGESTIONS FOR FURTHER RESEARCH

➤ General Suggestions

- From this research Point out the benefits of accounting in business. Decide on a plan to formulate various management strategies for the success of the beauty clinic in Bangkok, such as planning to use past data to determine the presentation format report to management to obtain accurate and reliable information. In addition, it can also benefit from Plan to control the budgeting of various expenses such as investment budgets, budgets Operating expenses. This will be beneficial for decision making and in accordance with company policy specified and has a positive effect on reducing costs and various expenses in procurement in order not to use costs more than necessary.

➤ Suggestions for Next Research

- There should be a study of other success perspectives that make the management of beauty clinics in Bangkok. Going in a positive direction, such as coordinating views and service recipients. Creating a collaborative network between clinics. Development of knowledge and abilities of medical personnel, service quality investment etc.
- Research should be presented to the government and Ministries Public health in developing a joint public health system between the public and private sectors in the next agenda.

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