



(RESEARCH ARTICLE)



Management accounting practices and financial performance of KTDA factories in Gusii region

Malach Ogeto Omwenga *, Andrew Songoro Nyangau and Dennis Nyamasege

Department of accounting and finance school of business and economics: Kisii university.

International Journal of Science and Research Archive, 2026, 18(03), 009-029

Publication history: Received on 20 January 2026; revised on 25 February 2026; accepted on 28 February 2026

Article DOI: <https://doi.org/10.30574/ijrsra.2026.18.3.0413>

Abstract

In the ever-evolving landscape of business, effective management accounting practices have emerged as critical components in driving financial performance. The study objective was to determine the relationship between management accounting practices and financial performance of KTDA owned factories in Gusii region. The study was anchored on resource based, agency, goal setting and market singling theories. Positivism research philosophy and descriptive research design was adopted. The study targeted a population of 309 which comprised of; managers, departmental heads, accountants and directors. A sample of 249 respondents was drawn from the target population using stratified sampling. Secondary data was obtained from published and audited annual financial reports for the period of six years 2019-2024. Data was analyzed by descriptive statistical methods like mean, frequencies, percentages and standard deviation while inferential statistical methods were applied by use of correlation, simple, multiple and hierarchical regression analysis and the results were presented in tables. The study found that: through creation of cost drivers KTDA factories were more accurate in estimating costs, budget evaluation committee must appraise all Budget items before they are approved, target costing was used to encourage efficient use of materials, benchmarking was adopted as a process of increasing their market share. It was concluded that Activity-based costing had a positive moderate significant relationship with financial performance. Budgeting as a practice had a negative, weak and insignificant relationship with financial performance, Target costing had a positive weak and insignificant correlation with financial performance. Benchmarking practice indicated a positive moderate and significant relationship with financial performance. The study recommended that qualified technicians or professionals to be hired and employment of new technology in order to enhance the ability to identify cost gaps in the process of cost setting, factory management should use budgets effectively as a cost control tool, qualified professionals to be hired in order to enhance the ability to identify cost gaps in the process of cost setting. Factories should aim at producing quality products in order to remain competitive in the market and sound policies which are data driven intervention and addressing quality standards instead of political rhetoric.

Keywords: Management accounting practices; Activity based costing; Target costing; Benchmarking and financial performance

1. Introduction

Firm's financial performance has become global topic of concern in the recent past being the main purpose and goal of any business formation. Nawwaf & Iyad (2019) asserted that in Palestine, financial performance is the degree to which financial objectives are being accomplished. While in Asia, according to Komijani, & Taghizadeh-Hesary, (2019) financial performance includes the process of measuring the results of the companies' policies and operational strategies in monetary terms. This is one of the means one can measure companies' performance over a given period of time, compare companies internally and externally in the same industry. Gul, Irshad, & Zaman (2011) also stated that financial performance in Pakistan is the degree to which financial objectives being attained or accomplished as a determination

* Corresponding author: OGETO MALACH OMWENGA

to financial risk management. As per Maseko *et al* (2022) they asserted that in principle, financial performance reflect the business outcome and results that shows entire financial health of a Italian firms within a specific period of time. It indicates how well a company utilizes its resources to maximize shareholders wealth and returns. Most used measures of financial performance are ratios.

In Uganda, Company's performance is perceived in three levels; Productivity, profitability dimension, that is, the level of which company's earnings are bigger than its costs and market premium, and the level of which company's market value is exceeding its book value. Thus financial performance is the successful completion of company's set targets. Company performance shows how every company is achieving it's set goal. It indicates the extent of results achieved against the company's goal (Nyakato, 2019).

The key measure of the manufacturing firm's financial performance in Mogadishu Somalia is expressed in monetary terms and deals with variables which are correlated directly to the financial report. Financial performance can be obtained from the company's financial statement. In this intense competition among the companies, increased financial performance puts a company in a favorable environment to equally compete with others in similar market (Mohamed, 2022).

To determine the financial performance of a firm in Kenya, the actual output of a firm are measured against its set outputs, goals and objectives. In this context financial performance consists of three key areas namely: profits, return on assets and return on investments; Product market performance like sales, market share, service propositions and shareholder return, specifically total shareholder return and economic value added. Thus, there is a need to strike a balance accuracy and integrity of financial measures with drivers of organizational goals and objectives (Mwangi, 2018).

Measuring performance is very common of any business on a financial scale. This indicates how efficient and effective the firm is in using its assets to generate revenues. It also measures the success of an entity and guide executives through the benefits realization process. Its measured based on firms' assets, liabilities, income, expenses, equity, and profitability through financial ratios (Alex & Ngaba, 2018). Return on Investment (ROI) and return on investment (ROI) (Arachchi, 2024). Return on capital employed, net tangibility assets (NTA); EPS (Narsaiah, 2020).

It has evidenced that Kenya tea is not branded and there is need for research for sustainable development for tea sector due to lack of cost reductions strategies (Ogwoka, 2015). There is also a problem of poor cost management which leads to overstocking thereby slowing the company's working capital. Another problem facing some or most of the manufacturing firms is the installation of improper plan to reduce cost of production so as to maximize profit, i.e. (making use of low quality raw material). The aim of any business organization is to make profit and most business owners believe that the best way to make profit is to increase sales and this brings up another challenge (Omosa, 2022). In order to increase sales, there must be a corresponding increase in cost because of the increased amount of work involved. These increased costs are what need to be curtailed (Ogwoka, 2015).

Financial performance is based on how smart these firms allocate cost inputs such as assets, cost of staff and self-efficiency and total cost of operations (Gorman, 2016). The big question which remains not answered is based on the factors that account for success of some firms and fail to others while the dynamics and challenges are similar for all companies in same industry. The study tries to identify strategic management accounting practices for tea factories companies under KTDA which allows them attain their financial performance (Rotich & Josephat, 2019).

The link between MAPs which aims at cost reductions and cost management remains a challenge in tea factories in Kenya. Past literature shows that financial performance in tea processing factories remains poor or low by decline in bonuses or poor dividends payoff more so those from Kisii (zone 11) and Nyamira (zone 10) counties or region 6 (KTDA, 2022: Omosa *et al*, 2022)

Empirical review reveals that financial performance of tea factories is affected by the following factors; production processes and cost, taxation, supply, cash management, working capital management practices, financial management practices, macro-economic factors, export market strategies, information technology and internal factors like financial reporting and other funding activities, firm size, liquidity and financial leverages among others, Obara and Muturi (2019), Kiptoo (2017), Kimani (2016), Bungami, (2016) Rugutt (2013).

Kiptoo (2017) recorded that receivable and inventory management had negative but significant effect on financial performance while payables and cash management practices had positive and significant relationship with financial performance. Obara and Muturi (2019) concluded that cash management, inventory, receivables and investment

management practices had a positive effect on financial performance and recommended on labor cost downsizing and cost reduction strategies to ensure improvement in financial performance.

1.1.1. Management accounting practices

Management accounting practices play a critical role in shaping financial performance, particularly in dynamic and competitive global environments. Effective management accounting systems provide firms with relevant financial and non-financial information, facilitating informed decision-making that aligns with strategic objectives. For instance, they help to assess performance metrics, optimize resource allocation, and implement cost control measures (Gorman, 2016).

Management accounting practices are used to evaluate performance of subsystems of company i.e profitability, measure of efficiency and effectiveness in the department, processes or of the product. Performance of traditional management accounting has been criticized over their usefulness in managing today's operations. Technology has advanced, classification of costs differ due to diversity in production complexity, volume of production and product itself. In this regard traditional accounting may not be able to provide important qualitative information on product diversity, competition and operation complexity needed by management for decision making (Mohamed, 2018).

Managerial Accounting, practices avails managers with key financial information that assist them in meaningful decision making, maintain effective control over corporate resources facilitate effective planning, and controlling through monitoring and evaluation and hence enhance performance (Obamuyi, 2019). It assists an organization to survive in the competitive and dynamic world. Because, it gives a key competitive advantage e that is used in making managerial decisions, motivates behaviors, supports and constructs the cultural values necessary to attain strategic goals of an organization. Unlike traditional financial accounting that, deals with historical data for instance investment, taxation, credit granting, regulation, Management accounting majorly deals with internal needs of management especially in measuring performance. and development of estimates of the future (Sinta, Kembaren & Fadli, 2021).

A number of innovative management accounting practices have been created in the recent past for different industries. Studies indicates that the new practices have affected the whole process of management and have moved to a more complicated role of value creation through improved resource allocation in Kenya. The new MAPs are designed to support modern management and search for more competitive advantage. Many organizations have not adopted these practices hence they are facing global competition that affecting their financial performance. Management accounting practices are used in manufacturing sector in response to changing business environment to cut costs and improve on financial performance, they comprise of: activity-based costing, budgeting, target costing and benchmarking (Magdy Abdel, 2007).

Activity based costing (ABC) was developed by Cooper and Kaplan in 1980s to solve problems that were associated with traditional cost accounting. ABC concentrated on activities which helps the companies to measure cost by studying and analyzing activities, determine activities that adds value to the organization and doing away with valueless activities which translates to maximizing organizational financial performance. ABC technique is used in the identification and assigning the cost of each activity to all products and services as per the actual consumption of each of them. ABC deals with overhead and indirect costs like salaries and other utilities such as events units and tasks against actual amount spent by each of them. Costing techniques are used in determining cost for and decision making especially on buying or selling, pricing and determining purchasing performance (Asbari, *et al*, 2021).

Activity based costing (ABC) in North Americans companies take it as a practice of cost allocation while trying to eliminate the weaknesses developed by TCAS by matching resources and expenses product variety instead of just using volumes physically. Specifically ABC tries to define the product, batches, consumer, suppliers and their distribution channels without forgetting the market segments as objects of cost. Activity drivers further are defined at different levels of production like activity level for batch, product sustainability items and in those items concerning sustainability of the facility (Ndung'u & Tirimba, 2018).

Activity based costing determines and allocate indirect overheads to direct costs accurately to specific products, service or customer. It links the organizational spending on some activities to the product/ service produced and delivered to some customers. In the current business's ABC determines the number of related activities to a product and services. Optimizing the performance of an activity related to a product or service is the important aspect of cost control addressed by ABC, (Nair & Tan, 2018).

ABC as a practice leads to improved harmonization among units and departments in a company and with others. Cost of every unit are determined more accurately and they can differ in depending on seasons since they are determined through one cost driver which can be connected to sales or production volume such as machine hours or labour. Data on cost are made available i.e ABC gives data on cost that is more accurate and necessary in making informed and suitable some important decisions on strategic matters concerning business processes, product mix sourcing pricing improved process and evaluation has dictated the demand for or increase in adoption of ABC systems by many firms leading to increased financial performance (Kumar *et al*, 2019).

ABC is about the approach used to strategically allocate cost with highest productivity and effectiveness. The success of a corporation is tremendously influenced by how ABC is perceived in terms of the strategic cost allocation approach, greater efficiency, and higher effectiveness. Activity based costing efficacy is significantly and favorably associated to production process effectiveness, cost advantages, product planning expertise, and cost advantage are significantly and favorably related to financial performance (Pham, *et al*, 2021).

The introduction of ABC as a costing system was due to the weaknesses brought by old costing systems while looking for the systems that reflects organizational cost as incurred during production or service giving. The aim of ABC is to show the how the allocation of resources in operation has been determined and allocated accurately than what TAS used to do. Due to this reason, ABC has been considered the best way/ strategy over TAS since it going to address the challenges posted by TAS. Its ability to identify cost drivers, centers and profit associated to them by allowing organizations to gain more information and understanding the characters of every activity (Vetchagool, Augustyn & Tayles, 2020).

Budgeting involve systematic process that forecasts revenues and expenditures of an organization, government or individual. A budget is a plan of accomplishing programmes related to objectives and goals, estimated resources needed, and resources available as compared with other periods and focusing to the future requirements (Myint, 2019).

Budgeting techniques included: incremental budgeting where previous actual budgets is used to determine the current year's budget through addition or subtraction, activity-based budgeting is a top-down approach which deals with the amount of needed to achieve the output set by the company. On the other hand, budgeting through value proposition guarantee that every item a stated in the budget creates a significant benefit the company while avoiding unwanted expenses and zero-based budgeting that assumes that all departments' budget is zero however, it only allows allocates funds to the most essential units (Bakti & Kartika, 2020).

Budgetary participation allows for the participation of every stakeholder in the budgeting process by contributing and giving their targets. When individuals are directly or indirectly involved in budget making process they become totally privy to, they will stand to protect it and do all that pertained to it. This affects the control of expenditures, future events will be followed and every activity followed and dealt with as set in the goals of the company. This leads to increased efficiency, effectiveness less resistance and hence, improves financial performance (Agbenyo, Danquah & Wang, 2018).

The bottom line of setting a budget by firms is to come up with controls on incomes and costs. This process leads to a control system that is important to firms' finances also it serves as campus to achieving financial goals and accountability checks. Budgeting brings about identification of clearly defined and guiding principles on how to raise and spend funds. For so doing discipline will be instilled in every individuals and departments on the level of income and spending. It hold that resources are scarce and must be utilized well by putting priorities right and they must be followed strictly hence is believed to a positive effect on profitability and financial performance for companies (Mutuku, 2017).

Budgeting process and the financial performance have a strong link with financial performance borne out of up to the mark budgeting practices and the acceptable financial performance targets. The success of budgeting process is hidden in the participation of employees in regard to the budgetary control. Their involvement ensures that are more responsible in the utilization of resources. This leads to increased financial performance (Ombongi & Long, 2018).

Target costing originated in japan from 1960 as used by Toyota Company and later adopted by many other companies as a response to external business environment dynamics. Target costing has become a superior competitive position of the Japanies entities like that of economic collapse of 1990 and 1991 as was used for cost estimation precisely. The combination of the American idea of value engineering with that of reduced product cost at early stages during planning and development is termed as target costing (Izein, 2022).

Target costing is not just a formula of determining cost, later is a philosophy of price fixing, proactive approach to cost decisions beginning from product initiation stage. It is seen as a management practice that is used in organizing and adapting the companies' costs and activities to meet a certain performance level as to the set goals. It combines cost planning and management concepts used at product design stage with an aim of influencing cost structure to meet market requirement. The practice starts with price that the buyer is willing to pay as the trigger of the process on cost setting. Romania Companies that applied the concept of target costing made profits (Dimi and Simona, 2014).

Target costing is a strategic management accounting practice in which cost and revenues for a certain product are estimated. It tells that product price which is done competitively and expected profits is absolutely determined. Costs will be predetermined in that they should not exceed the predetermined sale price with consideration of minimum profit. Critical strategic issue is the reduction, controlling, maintenance and quality promotion. Thus target costing is an important management accounting practice that ensures financial performance and sustainability of companies in this competitive business environment (Sarokolaei and Akbar, 2013).

Target costing system is considered as one of the most significant systems in the company that aims to control costs by planning on how resources will be used. It acts as the arbitrator of the processes of production and information processing through setting cost standards which will enable one to compare actuals and planned costs (Suyono & Kadir, 2020). It forms part of the management information system since it provides information on cost matters for managerial function by enabling them to take the most informed judgment on available resources allocation, measurement and control (Arıkan & Demir, 2018).

In targeting costs, a special decision on outsourcing, make or buy, pricing are made. Through setting of costs, it makes controlling in operations and avoiding wastes in production. It is the main mean of managing and cutting down costs that are associated with product production or service provision. Its capability in dealing with spiraling costs of production has led increased financial performance (Alabdullah, 2019). Target costing help various industries in the adoption different methods of determining costs classifications according to different categories considering the nature of output and its production procedures. It helps managers to predict and have such costs in the palm of their hands increases financial performance

Due to drastic changes in business environment calls for management to pick strategies that look at both present success and future investments in activities that supports competitive advantages for future financial performance. Benchmarking is one of the most widely accepted practices recommended for improving financial performance and competitive advantage. It allows firms to determine the level of performance is attainable, setting challenging but achievable goals and knowing best methods of designing services or products and processes (Adam, 2004)

Benchmarking deals with measuring company's products, services and processes against those of other companies in the business assumed to be the best in the industry. It allows firms identify internal opportunities for improvement. Benchmarking cab be done internally, externally, performance of practice (Fahmi, *et al*, 2021).

Haas *et al*, (2019), asserted that benchmarking quality improvement is a continues way through which firms should evaluate its abilities and faintness internally, conduct a competitor analysis to evaluate the competitive advantages associated with those who are best leading in the market with best practices and putting the findings in a strategic plan of action aiming to gain superiority position. The process involves the identification, sharing and using knowledge gained from best practices in comparing with the defined standards in the market thus increasing firms' financial performance.

Current business managers use benchmarking as one of the tools in the current business environment to improve performance and also remain competitive in the ever-changing business world., benchmarking is extension of an existing total quality Programme, through firms can establish new, more relevant, efficient and standard performance. Thus, it leads improvement in overall organizational performance (Karimu, & Campus, 2017). Benchmarking has become par excellence tool in enhancing organizational performance in the current business world. However, the idea improvement based on observed or perceived exemplary performance elsewhere is not at all novel since it depends on human trait. Thus mistakes committed by observers may translate to reduced performance (Agbo, 2020).

Benchmarking reveals the gap between resource allocation and routines with those of the competitors. Also, benchmarking is pivotal in achieving industry best practices and keep the firm in touch with the best performers in the industry. It can be used to set performance standards through performance management strategy. Benchmarking can be conducted at all stages of strategy implementation, or decision-making cycles. It Allows management to deal with the gaps identified and hence, boots its financial performance of firms (Chebet & Muturi, 2019).

Application of benchmarking practice in enhancing performance through comparing internal best practices has led to incremental innovations thus decreasing cost of operation, time and even improved quality of services and products which translates to increased profitability (Murerwa & Kinyua, 2020). Also it can be said to be a continuous comparison of internal ability with their peer as a mean of measuring their financial performance. On the other hand, it can concentrate on improving particular key processes so as to achieve the best performance and identify gaps in performance. Benchmarking also act as a measure of employing and recruiting self-motivated employees whom are bound in the overall strategic objective that translates to improved financial performance (Chebet & Muturi, 2019).

1.1.2. Tea sector in Kenya

Globally, China is leading tea producer and available data indicates that financial performance of tea factories is positive and experiences a steady growth of 4.9% due to domestic consumption and significant export market, dominant tea types, and substantial market size. All these have been contributed by rich tea culture, quality reputation and production diversity (Koros *et al*, 2023). Even though china tea also faces challenges like; competition, sustainability concerns, cultivation practices and market fluctuations (Global market report 2023).

India comes second in tea production worldwide. Regarding financial performance, Indian tea factories demonstrates fluctuations whereby they show improvement in recent past due to price increase but facing challenges raising due to rising cost of labor wages. Profitability problem is associated to price fluctuation, weather, and cost pressure, regional variables and positive profit trends (Fields, 2023). Recently the sector is characterized by improved profitability, focus on value added products and sustainability concerns (Global market report 2023).

Sri Lank's tea sector contributes to the country's export earnings accounting to 12% of the total export per year and generating over a billion dollars to the economy. Financial performance for tea factories is positive, and the country is known for high quality teas which allow commanding high prices in global market. Despite that they also face challenges like; fluctuations of the currency, market trends and climate change (Arachchi, 2024). Importantly the score in tea quality, market diversification and sustainability practices (Global market report 2023).

In Africa, the best tea producing countries led by Kenya, Uganda, Malawi, Tanzania, Rwanda, Mozambique etc; the report indicates that financial performance in Kenyan tea sector is inconsistent, that of Uganda is below average and declining, Malawi is under pressure with management costs, while Tanzania has market condition challenges, infrastructure and tax structure. On the other side Rwanda is experiencing a steady growth, increase prices, farmer training, government support, strong partnership and infrastructure which has led to positive financial performance. Lack of resources, costs and transparency in payments are some of the challenges facing Rwandese factories (Mulyungi and Mulyungi, 2018).

The Kenya vision 2030 is mandated to contribute towards the achievement of the country's economic growth. Activities have been identified by vision 2030 which contributes to the achievement of the economic development of the county. The agricultural products have been identified by value addition with construction of tea factories which places the corporation's strategically as the major players in this tea industry. This is in line with cost strategy of value addition in order to increase markets access through processing, packaging, branding, and distributions of agricultural produce. Kenya Tea Development Agency Ltd. (KTDA) is a private corporation which was established in 2000 and is owned by 54 tea companies which collectively own 66 tea factories across the country. The company has a over 550,000 small tea famers as individual shareholders. The agency was created from the privatization of Kenya tea development authority which was formed as a parastatal in 1960s in support economic development and income growth for small tea famers. The role of the agency goes around the whole tea life cycle or entire tea value chain; input and agri-extension, transporting, storage/ warehousing, processing, marketing and financing (KTDA, 2022).

Performance of KTDA is purely based on increased demand and tea product prices worldwide as are foreseen in the coming decades, increased focus on agri-business traceability and sustainability at farm-level is creating demand for quality and certified tea. On the other hand, KTDA is well positioned to meet the required demand due to its over 50 years of experience. Also, the Kenyan climate makes it conducive to grow tea and produce higher yields. Further, policy reforms of privatization enable a stable supply of raw materials to KTDA, farmers are not allowed to side-sell to other factories and tea board regulations also prohibit the establishment of tea factories where there is no base of small famers (IFC, 2014).

Many changes has taken place in the tea sector like in scientific advancements which has brought the sector to benefit resourcefully with high auction prices and technology employed (Koros, 2022). In the republic of Kenya (2017) The Kenya Economic survey of 2016 highlights that increased production of key crop lowers cost saving trends for tea and pyrethrum whose record had declined. The value of tea market rose marginally in spite of a decline in production due

to high prices, stiff competition and cost of production. Nyawira, (2022) noted that Kenyan tea has been performing poorly in the international market. Earnings dropped by 9.1% in 2021 compared to year 2020 according to KNBS report which was attributed to decline quantities of production and export, rising costs of shipping tea products from rose from 357 to 952 thousand Kenyan shillings making Kenyan tea expensive internationally hence less competitive and Kenyan auction prices of tea in Mombasa has been falling which affects the local famers and individual factories' financial performance. KTDA (2022) indicated its concerns about high cost of operation which reduced the earnings farmers get in return of their labor, commitments and capital invested.

Ogwoka (2015), argued that despite of the development of appropriate production strategies, KTDA managed factories still experience high cost of operations leading to declining yield in their financial performances. The low performance and declining yield in KTDA factories results from lack of or poor strategies management accounting practices. If appropriate management accounting practices are applied and embraced by KTDA factories, they can be able to compete favorably and link the financial performance gaps.

Financial performance of KTDA factories in Gusii region is characterized by low profitability due to some issues like poor financial management practices, inconsistency in returns to shareholders and big variation in bonus payment from one factory to another. Some studies attributes low profitability to, effect of working capital management practices, challenges of value added tea export and dominant players. Even though, tea business is so common and significant to the region's economy and the country at large, (Koros, 2022, and Omoro, *et al*, 2023).

In 2019/2020 KTDA reports indicated that group's profit dropped by 14% from Shs 2.07 billion in 2019 to Shs 1.78 billion in 2020 and at the same year there was a 9% decrease on tea price, (KTDA, 2022). Nyawira, (2022) Kenyan tea performed poorly in the international market whereby earnings dropped by 9.1% in 2021 compared to year 2020 which was attributed to decline quantities of production and export, rising costs of shipping tea products from 357 to 952 thousand Kenyan shillings. Kenyan auction prices of tea in Mombasa has been falling which affects the local famers and individual factories' financial performance.

1.2. Statement of the problem

The study underscores the pivotal role management accounting practices play in enhancing financial performance. This implies that with proper application of ABC, Budgeting, Target Costing and Benchmarking techniques resources are safeguarded while financial performance is increased.

Yahaya (2019), assessed the effects of management accounting practices on financial performance of small and medium enterprises in Gusau Metropolis of Zamfara State, Nigeria. Financial performance served as dependent variable while costing, budgeting and performance evaluation were independent variables. The study failed to include ABC and Benchmarking as management accounting practices. Saymeh (2021), studied the effect of selected management accounting practices on the financial performance of industrial companies (Jordan's case). The study was based on value chain, target cost and just-in-time. Data was analyzed by use of descriptive statistics. The study failed to apply inferential statistics as the current study did. Alabdullah, (2019), studied the influence of management accounting on service companies' financial performance in emerging economies a case of Kenya. The study failed to consider the use of goal setting and resource based theories which the current study used. These studies failed to study activity-based costing, budgeting, target costing, benchmarking and corporate governance practices as the moderating variable as informed by goal setting and resource based theories among others. Consequently, this study was carried on; management accounting practices, corporate governance and financial performance of tea processing factories in Gusii region to fill this gap.

1.2.1. Agency Theory

The study was based on agency theory which was propounded by Jensen and Meckling in 1976. The theory holds the view that, there is a relationship between firm managers and shareholders who are the true owners of companies. The theory further states that, managers make decisions that benefit them at the expense of shareholders. Some of the decisions made by manager goes against the profit maximization goal of shareholders. Consequently, managers and shareholders conflicts because of interest differences (Tuovila, 2020).

The theory assumes that, there is no transaction nor distress cost.. This imply that transactions are executed seamlessly and free of charge. Further, the theory assumes that all debts are riskless and both companies and individuals can borrow any amount at a risk-free rate. Additionally, the theory assumes that, agents are self –interested boundary rational and different from principals in goals and risk preferences. In addition, the theory assumes that both the

principal and the agent are utility maximizers with different interests and because of information asymmetry; principals are not to work always in the best interest of the principles (Wang, 2017).

The critiques of agency theory argue that, the large spectrum of human motivations is ignored by the theory because it majorly focuses on self-interest and opportunistic human behavior. Further, they argue that, agents can act in way that is not in the best interest of principal because of lack of incentives and discretion in task completion. This makes agents vulnerable. They feel left out and thus, they can take decisions that benefit them (Nawwaf & Iyad, 2019).

This theory was relevant for the study as it explains management accounting practices, corporate governance and financial performance of KTDA factories in Gusii region. These factories are owned by shareholders - famers but, managed by agents (KTDA-managers). Managers can make decision regarding an accounting practice that may not work for the best interest of principals or maximize profit/ shareholders' wealth (financial performance). Such interest differences can cause conflict between them. However, to enhance harmonization of interests of both parties a governance structure including a board of independent directors is put in place to ensure consensus in decision-making and problem solving, conflicts can be minimized and hence, maximize owner's wealth (financial performance).

1.2.2. Goal setting theory

Goal setting theory was introduced by Locke and Latham 1968. The theory states that, organizational sets goals which are achievable, challenging, specific, attainable, and accepted by an individual leading to high performance compared to goals that are fuzzi, not reachable, unchallenging or not accepted. Further, the theory holds the view that, organizations that champion goal setting have two cognitive determinants of behavior i.e. Values and intentions. This theory further opines that, the form in which one experience his/her value judgment is emotional i.e. the value of someone creates the urge to do tasks consistent with their abilities (Mahdi, 2019).

Goals have been put in place to enhance job performance. Thus, management goal is directed towards their attentions especially on the issues affecting production through mobilizing resources for better performance of the business. Attainment, of goals leads to increased satisfaction, motivation, reduce frustration (Ghanmeh, 2020).

This theory assumes that the success of an organization is based on goals set and achieved. This means that when goals are set and met, the performance of organizations also increases. In addition, goal-setting theory assumes that, all goals set are actually achievable. Goals set must be achieved regardless of the situation. Further, the theory assumes that those people who are assigned challenging goals outshine those given those moderately challenging or easy goals (Fadlallah, 2018).

The critique of the theory argues that, no guarantee that all goals set can be attained with the set period. In the current business environment that is highly uncertain, one cannot be sure until you achieve your target. Various challenges like pandemics, economic crises, financial challenges, human capital inability are some of the obstacle that bar timely attainability of set goals. In addition, they opine that, some goals are set by either top management or experts without involving workers who were actually implement them. This may make such set goals sound vague and unattainable in the eyes of workers. Achieving such goals is very unrealistic, as many workers who implement feel left out of decision-making, pressure from peers to perform well leading to resistance. Similarly, they argue that some other goals set may lead to increased cost of operation leading to declined income. New goals require more resources in terms of money, time and human capital. If such necessary resources are availed, these goals may never be achieved (Sadq, Aljaf & Hasan, 2018).

This theory is relevant for the study as it informs activity based costing, target costing, budgeting in KTDA factories in Gusii region. Factories set activities/ goals that range from daily to annual goals that must be achieved. For instance, amount tea leaves to be processed and sold. Each activity set comes with costs to be incurred - budgets. Achievement of such activity/ targets/ goals within the allocated budget and time translates to financial performance.

1.2.3. Resource-Based Theory

This theory was introduced by Birge Wenefeldt in 1984. Resource based theory states that, the identification and analyzing organization's strategic advantages while emphasizing on organization's resources like assets, human capital, capabilities and skills and intangibles resources organization. According to resource-based theory, resources available gives organizations' their competitive advantage through creation of superior products and services. Further, the theory is of the view that, the organization with more strategic resources, continuous identification and application of resources enables firms attain and maintain competitive edge over others (Szász, Rác, Borza,& Benedek, 2019).

The resource-based theory assumes that, organizations have different resources for operations. The intangible resources are about organizational knowledge through human capital and physical assets each with different mobilization and utilizations. In addition, the theory assumes that firms develop different competencies based on resources available and firms obtain competitive advantage. Further, the theory it assumes that allocation of resources is divided into functions such as human resources, physical asset, and capital asset and organization capital (Ngumi & Njogo, 2017).

The critiques of the theory argue that, companies are endowed with different resources and different levels of those resources. Hence, these firms may not have similar achievements. In addition, they argue that, resources like human capital, technological advancement may not be the same or utilized in the same manner. Hence different success. In addition, the existence of control from the government, existence for entry and exits on firms and legal regulations affects exploitation and/or usage of such unique resources (Alamri, 2018).

Resource based theory relevant for this study as it informs benchmarking and budgeting and corporate governance practices in KTDA factories in Gusii region. Factories are endowed with a number of different resources such as capital, human resources, strategic locations, high demand among others. To reap full benefits from such resources, factories must do benchmarking to understand why others are doing better than they do even though entrusted with similar resources. On Budgeting practices also the theory informs factories on how to allocate resources equably so that, the resources available are utilized maximally. It also informs on the competencies of the board of directors as resourceful persons in management of tea factories leading to enhanced financial performance.

1.3. Research Gaps

The theoretical review in analyzing of management accounting practice, corporate governance and financial performance of KTDA owned factory companies, has shown the predicted linkage. The current study is anchored on, Agency theory, resource based theory, goal setting theory and Market signaling theories like no any other study has done before for instance Yahaya (2019), Othman (2020), and Saymeh (2021). The study has shown how each management accounting practice influences financial performance directly and indirectly with the role of corporate governance, has reviewed empirically and hypothesized.

In the empirically reviewed literature, conclusive and contrary findings on the variables makes difficult for one to permanently or precisely conclude on the association between study variables. Conceptually, reviewed studies had evaluated different variables where by the tested relationship differed from one study to the other like. Different definitions and operationalization, findings and conclusions obtained contradicted each other. Like in the case of Tochukwu *et al* (2022) who concluded that activity based costing had no significant effect on financial performance of the adopters, contradicts with that of Effiong and Akpan (2018), Abdilahi, Kithinji and Naminda (2023), whose studies concluded that, activity-based costing had a statistically significant and strong positive relationship with financial performance.

Contextually, the study identified, reviewed and discussed foreign, regional and local studies. Most of the studies however were from foreign countries. For instance; Muse (2021), Naif, Al-Sulaihi and Tijani (2019), and Onwuchekwa (2022). This gave rise to a problem to study findings related to the Kenyan setup.

Methodologically, research design, sampling, nature of data, data collection methods and analysis approaches were quite different. The findings, conclusions and recommendations made therefore were not conclusive for instance; Mwila, Masaka, Tukumana (2022), Mbogo, Olando and Macharia (2021), and Abura and Litunya (2022).

Activity based costing enables companies to measures the cost and performance of activities, resources, and cost objects. Later, resources are allocated to each activity based on the need priority and urgency. ABC leads to identification of the root causes of overhead costs and subsequently enabling management to control costs through implementation of appropriate strategies and actions aimed at cost reduction. This leads to enhanced financial performance.

Budgeting practices include planning practices, approval practices, implementation practices, allows companies to forecast expenses against income. It helps companies to avoid unnecessary spending or spending in unprofitable invests or overspending. Budgeting identify strategic investments that increases income leading to improved financial performance.

Target costing sets the costs to be incurred by companies in every aspect hence, it helps outfits to seeks and control costs through planning and control. Target costing deals with ascertaining costs of each product, process, operation etc.

It ensures that all costs like fixed costs, variable costs, direct costs indirect costs are determined. This, allows management to stay within allocated budget of each expenditure. Avoiding excess and unforeseen expenses increases financial performance.

Benchmarking is an activity adopted by corporations to improve their performance, and is a strategy for organizational learning and adjustment. It allows companies to compares their internal abilities with that of other best performing competitors in the industry. Copying and implementing proven capabilities leads to increased financial performance.

Corporate governance is an important aspect of company administration and in enhancing financial performance. It ensures accountability, transparency, fairness and fostering trust among individual stakeholders which leads to improved risk management, reduced agency and operational costs, access to capital and increased market valuation. Despite empirical and theoretical inconsistencies on the role of corporate governance and financial performance, evidence shows a positive role of good corporate governance in the relationship between management accounting and financial performance.

2. Research methodology

2.1. Research Philosophy

Research philosophy is defined as a belief on the ways of collecting, analyzing and using data about a phenomenon. It mainly focuses on the nature, development and source of knowledge (Abidemi, Halim and Alshuaibi, 2017). The three main types of research philosophies include: Positivism (quantitative research), Interpretivism (qualitative research) and Pragmatism (both quantitative and qualitative research). Positivism research technique is defined as a philosophical approach of identifying and recognizing items or elements in a particular social construct that have scientific proof and are based on logical as well as factual proof. This study adopted a positivism research philosophy because, positivity tends to have a strong belief that development of research hypothesis: based on theoretical aspects can be tested through observing social realities, henceforth, positivism is a scientific technique (Komijani, & Taghizadeh-Hesary,2019).

According to Al-Khateeb, Imam, Awad, and Nasir, (2019), positivism philosophy takes 3 dimensions: Ontology, epistemology and Axiology.

Alencar, (2019), opined that ontology is the nature of existence. It deals with realism and relativism, which holds the view that, there is one fixed reality and multiple realities. The first school of thought assumes that, there is only one truth that never changes, whereas the second holds that there are multiple realities and that the truth evolves and changes based on the researcher's perception

Epistemology is the study of the nature of knowledge . Its focuses on the techniques applied in acquiring knowledge and distinguishing between truth and falsehood. Epistemology is fundamental to understanding how and why we think, or how we acquire knowledge, rely on our senses and from concepts in our minds. From an epistemological standpoint, the research can adopt passivism, in which the research is a simple reality (Hailu, Tadesse, Tsegay, Jilcha, & Hailu, 2020).

According to Hamad, (2020),axiology deal with evaluation of the function of the researcher's own point of view at all stages of the research procedure. It focuses on what the researcher values in his or her research. The study adopted the positivist approach, which advocates for the application of techniques from natural sciences to the investigation of social reality and history.

3. Results

3.1. Correlations

The study used Pearson product moment Correlation coefficients to determine the nature and strength of the relationship between study variables (IV, MV and DV) and the result was as shown in tale 3.1.

Table 1 Correlations

		ABC	BT	TC	BM	FP
Activity Based Costing	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	177				
Budgeting	Pearson Correlation	.145	1			
	Sig. (2-tailed)	.054				
	N	177	177			
Target Costing	Pearson Correlation	.138	.675**	1		
	Sig. (2-tailed)	.067	.000			
	N	177	177	177		
Benchmarking	Pearson Correlation	.494**	-.047	.069	1	
	Sig. (2-tailed)	.000	.534	.363		
	N	177	177	177	177	
FP	Pearson Correlation	.550**	-.080	.023	.569**	1
	Sig. (2-tailed)	.000	.290	.763	.000	
	N	177	177	177	177	177
		**. Correlation is significant at the 0.01 level (2-tailed).				

Source: field data (2025)

The nature of the relationship can either be negative or positive. Pearson product moment Correlation coefficient(r) ranges from -1 to +1 where r value of 0 means no association between study variables, $r = \pm .1$ to $\pm .29$ indicates a weak relationship, $r = \pm .3$ to $.59$ shows a moderate relationship and where $r = \pm .6$ to ± 1 strong relationship.

The result revealed that activity-based costing had a positive moderate significant relationship with financial performance ($r = .550$; $p < .05$). The result revealed that KTDA factories used ABC in allocating overhead based on one variable, such as direct labor, ABC effectively uses multiple cost drivers to present a more accurate foundation for overhead costs allocation. Activity based costing determines and allocate indirect overheads to direct costs accurately to specific products, service or customer. It links the organizational spending on some activities to the product/ service produced and delivered to some customers.

The finding concurred with Mwila, Masaka, and Tukumana (2022), that assessed the Impact of the Activity-Based Costing on SMEs' Financial Performance in Lusaka, Zambia, the study found out that, ABC had positive strong relationship with financial performance, cost control and cost reduction of all the SMEs that had implemented the system. Also, Effiong and Akpan (2018), assessed the effect of activity-based costing (ABC) on the financial performance of manufacturing company in Tanzania indicated that ABC method had a significantly and positive related to production process efficiency. However, Ezeala, Nzewi and Tochukwu (2022), found a contrary result where by the adoption of activity-based costing had no significant relationship with return on capital employed of consumer goods manufacturing companies in Nigeria. Further, it was noted that, ABC had no significant relationship with the ability of consumer goods manufacturing companies in Nigeria to meet their short-term financial obligations. Also with Wanyonyi, Ronald, Mindila & Mwititi (2017), did a study on the effects of ABC on financial performance of selected public sugar firms in Kenya. The findings of the study revealed that, use of ABC didn't have significant link with financial performance of public sugar firms in Kenya companies.

Budgeting had a weak negative insignificant relationship with financial performance ($r = -.08$; $p > .05$). This implied that KTDA factories in Gusii region had not associated budgeting to financial performance and if they did it was so weak without proper procedures (poorly implemented) or reliance in rigid traditional methods. Whenever budgets are being inflexible with short-term focus and implementation gaps they lead to miss essential opportunities, neglect of strategic investment decisions and suboptimal financial performance in tea sector. The reason why a factory prepares budgets is

to come up with controls on incomes and expenses. This process leads to a control system that is important to firms' finances and also it serves as campus to achieving financial goals and accountability checks. Factories with budgeting they are able to bring about identification of clearly defined and guiding principles on how to raise and spend funds. For so doing discipline is instilled in every individuals and departments on the level of income and spending.

The study findings concurred with that of Momanyi and Omari (2018), on Budgeting Strategy and Organizational Performance in public Universities in Kenya that revealed a weak negative significant relationship between budgeting strategy and performance of public universities in Kenya. Also a study by Njogo and Ngumi (2017) on the effect of budgeting practices on the financial performance of insurance companies in Kenya found that budgeting had a negative and significant to financial performance. However, Subriyah Nurdin and Darmawati (2021), revealed that budget planning, budget evaluation, and cost standards have direct and indirect effects on organizational performance at the general bureau of the regional secretariat of West Sulawesi Province. Sudhashini, Radmanb and Ahamad (2020), found out that, both budgetary planning, and budgetary control had a significant positive relationship with the financial performance of SMEs in Yemen and lastly Agbenyo, Danquah and Shuangshuang (2018), evaluated the effects of budgeting on the financial performance of listed manufacturing firms: evidence from manufacturing firms listed on Ghana Stock Exchange. The study again unveiled that there is a strong positive correlation between budgeting and financial performance.

Target costing had a positive weak and insignificant correlation financial performance ($r=.023$; $p>.05$). This implies that KTDA factories in Gusii region do face challenges in target costing implementation, nature of the market and adoption rates which may be low. Target costing may be seen as a mere accounting concept to some factories with minimal relevance but where it has been implemented successfully like in Japanese firms has proven as effective strategic management technique. The study persuades the management of KTDA factories to embrace target costing has if optimally used it enhances profitability, increase competitiveness, effective and efficient cost management and is customer driven approach. Target costing help various industries in the adoption different methods of determining costs classifications according to different categories considering the nature of output and its production procedures.

This concurred with Leny and Nabilah (2020), who assessed the effect of target production costs and sales on the company's net profit. The study identified that, the target production costs had a positive relationship with net profit while sales had insignificant relationship with net profitability. In contrary, Narsaiah (2020), assessed the application of target costing and performance analysis: evidence from Indian automobile industry. The study demonstrated that, target costing had a negative relationship with profitability. Abura and Litunya (2022), adopted descriptive research design to study the effect of target costing on financial performance of cement manufacturing industry in Kenya. The study findings demonstrated that, target costing had a significant and positive relationship with financial performance of manufacturing industry in Kenya. Otiemo, Ngari and Ayuma (2022), adopted explanatory research design to carry out a study on target costing application and its Impact on Financial Performance of Manufacturing Companies in the North Rift Economic Block, Kenya. It was identified that, target costing had statistical and significant effect on financial performance of manufacturing companies in the North Rift Economic Block.

Benchmarking indicated a positive moderate and significant relationship with financial performance ($r=.569$; $<.05$). These result implied that KTDA factories by using benchmarking as a management accounting tool was a meaningful and effective decision for improving financial performance while involving other factors like corporate governance. Benchmarking allows firms to determine the level of performance is attainable, setting challenging but achievable goals and knowing best methods of designing services or products and processes.

The result agreed with that of Akre and Ying (2023), who studied the effect of market benchmarking on business performance: evidence from mtn, mobile company in Ivory Coast. The study found that price benchmarking at MTN-CI, has made it be dynamic, innovative, loyal, and transparent company, and continues to compete healthily in a competitive market. Onwuchekwa (2022), assessed the effects of benchmarking and organizational performance in Berger paints, port Harcourt. Results revealed that, process benchmarking had a significant impact on organizational Profitability. Gowans and Waithaka (2019), wanted to find out how Generic Benchmarking affects Performance of commercial banks in Bungoma County, Kenya and found that, generic benchmarking had positive and significant relation with financial performance of commercial bank. Additionally, Mwangi (2018), assessed the effects of benchmarking practices on financial performance of small and medium enterprises in Kenya. The study established that, there was a positive and significant relationship between benchmarking practices used by SMEs' and financial performance.

3.2. Regression analysis

The study sought to determine the effect of management accounting practices on financial performance of KTDA factories in Gusii region. To meet this objective a multiple regression analysis was conducted to test the effect of all the management accounting practices under study (four variables combined) on the financial performance of KTDA factories in Gusii region.

Table 2 Model summary

Management accounting practices Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.659 ^a	0.434	0.421	0.462

Source: field data (2025); a. Predictors: (Constant), Benchmarking, Budgeting, Activity Based Costing, Target Costing

The model summary result indicated that the relationship between management accounting practices and financial performance was positive and strong ($r=0.659$). Also it explained that 43.4% of the variation in financial performance of KTDA factories in Gusii region was determined by management accounting practices while the rest 56.6% was due to other factors outside the scope of the current study. This implied that the relationship between management accounting practices and financial performance of KTDA factories in Gusii region was positive and strong. Management accounting practices improves decision making which translates to financial performance when they are correctly implemented with clear objectives in the right strategic context.

Previous scholars supports this findings like Obamuyi (2019) found that managerial Accounting practices avails managers with key financial information that assist them in meaningful decision making, maintain effective control over corporate resources facilitate effective planning, and controlling through monitoring and evaluation and hence enhance financial performance. Gorman, (2016) had also indicated that management accounting practices helps organization to assess performance metrics, optimize resource allocation, and implement cost control measures

Table 3 ANOVA

Management accounting practices ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.197	4	7.049	33.012	.000 ^b
	Residual	36.728	172	.214		
	Total	64.924	176			

Source: field data (2025); a. Dependent Variable: FP; b. Predictors: (Constant), Benchmarking, Budgeting, Activity Based Costing, Target Costing

Table 3.3 analysis of variance was conducted to test on the model fattiness. The study found that F calculated was higher than critical F and was significant hence the model was found to be fit to measure the effect of management accounting practices and financial performance of KTDA factories in Gusii region.

Table 4 Regression coefficients

Management accounting practices Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.664	.290		5.740	.000
	Activity Based Costing	.327	.058	.383	5.691	.000
	Budgeting	-.146	.078	-.148	-1.865	.064
	Target Costing	.034	.061	.044	.564	.574
	Benchmarking	.315	.057	.370	5.514	.000

a. Dependent Variable: FP

Source: field data (2025)

The predicting model for the study was $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$. The result revealed that while holding all other factors constant, financial performance was at 1.664 and was significant. One unit increase in ABC led to 32.7% increase in financial performance and it was significant ($\beta=0.327, t=5.691; p<.05$). Hence the stated null hypothesis that activity-based costing had no statistically significant effect on financial performance of KTDA factories in Gusii region was rejected.

Secondly, one unit increase in budgeting led to 14.6% decrease in financial performance but was found to be of insignificant effect ($\beta=-0.146, t=-1.865; p>0.05$). Therefore the stated null hypothesis that budgeting had no statistical significant effect on financial performance of KTDA factories in Gusii region failed to be rejected.

Also whenever target costing is increased by one unit it led to 3.4% increase in financial performance of tea factories in gusii region and was insignificant ($\beta=0.034, t=0.564; p>.05$). Consequently the null hypothesis that target costing had no statistical significant effect on financial performance of KTDA factories in Gusii region failed to be rejected.

Lastly, one unit increase in benchmarking led to 31.5% increase in financial performance of KTDA factories in Gusii region and this was significant ($\beta=0.315; t=5.514; p<0.05$). Thus the stated null hypothesis that benchmarking had no statistically significant effect on financial performance of KTDA factories in Gusii region was rejected.

The resulting model from this result was

$$Y = 1.664 + 0.327 X_1 - 0.146 X_2 + 0.034 X_3 + 0.315 X_4 + \varepsilon$$

Summary of Hypotheses Testing

Table 5 Hypothesis summary

	Hypothesis	Tools used	Test	Result
H0 ₁ :	Activity-based costing has no statistically significant effect on financial performance of KDTA factories in Gusii region.	Simple Regression analysis	t=5.691;p=.000	Rejected
H0 ₂ :	Budgeting has no statistically significant effect on financial performance of KDTA factories in Gusii region.	Simple Regression analysis	t=-1.865p=.064	Supported
H0 ₃ :	Target costing has no statistically significant effect on financial performance of KDTA factories in Gusii region.	Simple Regression analysis	t=.564;p=.574	Supported
H0 ₄ :	Benchmarking has no statistically significant effect on financial performance of KDTA factories in Gusii region.	Simple Regression analysis	t=5.514;p.000	Rejected

4. Summary of findings

The study sought to find out the effect of activity-based costing on financial performance of KTDA factories in Gusii region. It was found that through creation of cost drivers KTDA factories were more accurate in estimating costs. Yet, most KTDA factories in Gusii region indicated lack of data mining mechanisms used in cost measurement. Activity-based costing had a positive moderate significant relationship with financial performance. ABC had a positive significant effect on financial performance of KTDA factories in gusii region.

The study endeavored to determine the effect of budgeting on financial performance of KTDA factories in Gusii region. The analysis found that budget evaluation committee must appraise all Budget items before they are approved. However, budgets were not effectively used as a cost control tool by management of KTDA factories in Gusii Region. Budgeting had a negative, weak and insignificant relationship with financial performance. Budgeting practices had a negative insignificant effect on financial performance.

The study aimed to examine the effect of target costing on financial performance of KDTA factories in Gusii region. The examination resulted that KTDA factories in Gusii region used target costing to encourage efficient use of materials. In

centrally, it was found that factories did suffer from lack of the ability to identify cost gaps in the process of cost setting. Target costing had a positive weak and insignificant correlation with financial performance. Target costing had positive weak insignificant effect on financial performance.

The study sought to find out the effect of benchmarking on financial performance KDTA factories in Gusii region. The study found that KTDA factories in Gusii land used benchmarking as a process of increasing their market share. Nevertheless, setting competitive prices for their products was a problem. Benchmarking practice indicated a positive moderate and significant relationship with financial performance. The effect of benchmarking on financial performance was positive and significant.

5. Conclusions

The study sought to find out the effect of activity-based costing on financial performance of KTDA factories in Gusii region. It was concluded that KTDA factories in Gusii region are more accurate when it comes to cost estimation which was attained through creation of cost drivers. Activity-based costing had a positive moderate significant relationship with financial performance. With effective implementation of activity-based costing, through improving accuracy and overhead cost allocation leads to increased financial performance.

The study endeavored to determine the effect of budgeting on financial performance of KTDA factories in Gusii region. The analysis settled that appraisals are done by evaluation committee before budget items are approved. Budgeting as a practice had a negative, weak and insignificant relationship with financial performance. KTDA factories may have put in place budgeting practices that are too rigid and inflexible which can be taken to be responsible for undermining financial performance.

The study aimed to examine the effect of target costing on financial performance of KDTA factories in Gusii region. The examination established that KTDA factories in Gusii region used target costing to encourage efficient use of materials. Target costing had a positive weak and insignificant correlation with financial performance. Target costing whenever it is implemented ineffectively within unsuitable marketing conditions and industries, focusing cost later than quality can negatively affect financial performance.

The study sought to find out the effect of benchmarking on financial performance KDTA factories in Gusii region. The study resolved that KTDA factories in Gusii region used benchmarking as a process of increasing their market share. Benchmarking practice indicated a positive moderate and significant relationship with financial performance. As KTDA factories use benchmarking practice to improve on their processes subsequently their financial performance also improved.

5.1. Recommendations

The study sought to find out the effect of activity-based costing on financial performance of KTDA factories in Gusii region. It was recommended that a policy on enough data collection or mining and management to be developed to ensure accuracy, transparency and accountability in all actions or decisions.

The study endeavored to determine the effect of budgeting on financial performance of KTDA factories in Gusii region. The analysis recommended that factory management should develop a working budgeting policy framework to be adopted by all factories effectively as a tool for monitoring and controlling.

The study aimed to examine the effect of target costing on financial performance of KDTA factories in Gusii region. The examination suggested that a human resource policy on employing qualified technicians or professionals to be developed or improved in order to enhance the ability to control costs.

The study sought to find out the effect of benchmarking on financial performance KDTA factories in Gusii region. The study proposed that a policy on tea prices to be worked on not based on divisive regional issues but on quality in order to remain competitive in the market hence better prices for their products.

5.1.1. Recommendations for practice

The study sought to find out the effect of activity-based costing on financial performance of KTDA factories in Gusii region. It was recommended that KTDA factories in Gusii region should employ new mechanisms to enable the collect or mining enough data to use in cost measurement accurately.

The study endeavored to determine the effect of budgeting on financial performance of KTDA factories in Gusii region. The analysis recommended that factory management should use budgets effectively as a cost control tool in order to boost their financial performance.

The study aimed to examine the effect of target costing on financial performance of KDTA factories in Gusii region. The examination suggested that qualified technicians or professionals to be hired and employment of new technology in order to enhance the ability to identify cost gaps in the process of cost setting.

The study sought to find out the effect of benchmarking on financial performance KDTA factories in Gusii region. The study proposed that KTDA factories in Gusii land should aim at producing quality products in order to remain competitive in the market hence better prices for their products. Tea prices should not be based on divisive regional issue.

5.1.2. Recommendation for further study

The main objective was to determine the role of management accounting practices and financial performance of KDTA factories in Gusii region. The main focus being on ABC, budgeting, target costing and benchmarking. The study was anchored on Agency theory. Descriptive survey approach was adopted and data analyzed by use of descriptive and inferential statistics. With all the limitations of this scope the study recommended that a similar study to be conducted: using a different setup like in eastern region, test the moderation role of government policy, other management accounting practices other than one used in the current study, use stewardship theory instead and a case study or a comparative approach may be adopted to give more inside of KTDA factories with private once.

5.1.3. Theoretical implication

Agency theory explains the relationship or conflict between the principal (shareholders) and agents (management) who tends to serve personal interests where by structures like use corporate governance is used to oversee management. This theory focuses more on human behavior which based on self-interest and material gain without factoring in self-motivated individuals, mutual trust and ethical aspects (professionalism) which need to be incorporated in future agency theory. Also the theory should consider the contextual and cultural fundamentals that are sensitive to social norms, legal aspects, culture and religious practices that affect governance behavior, individual perceptions on self-interest and opportunists. As stated in the Bible “whatever you do, work it with all your heart as working for the Lord not for human master” Colosians 3:23. Managers, agency and directorship should perform their duties and task with excellence and diligence for this is the purpose of work fostering the spirit of integrity.

The goal setting theory states that setting specific and challenging goals leads to high performance through increased motivation and focus. The future goal setting theory should emphasizes more on setting clear, specific challenging but achievable goals, getting devoted, having unvarying feedback and task intricacy. In practice there are drawbacks leading to unethical practices to show the shareholders that management is working. Before working towards a goal, individuals like board members, employees and management should be trained, given necessary equipment and time. Also in order to align with clear and challenging principles, factories should focus on their frameworks like working towards objectives and key results.

Compliance with ethical standards

Acknowledgement

In a more special way I am thankful to God almighty LORD who has given me life fully, to Him be the glory. It is my pleasure to recognize and thank my supervisors Dr. Andrew Nyangau, PhD and Dr. CPA Dennis Nyamasege, PhD for their academic guidance and insights that continued shaping this study. Their guidance and support was and will ever remain to be of great impact in my life. To SOBE fraternity God bless them all. My singular gratitude goes to my family Rodah, my confidant, and supportive wife who always keep me in check, Scarlet and Stephanie my daughters, for being there for me through thick and thin. Further to my brothers, sisters and friends I do acknowledge their immense financial sacrifices and moral support. God bless you.

Conflict of interest declaration/ disclosure

I declare that this thesis is my original work and has never been submitted to any institution for examination or conferment of a degree or any other qualification. Hence, all rights are reserved. No part of this thesis proposal or information herein may be reproduced, stored in a retrieval system or transmitted in any form or by any means

electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of the author or Kisii University on that behalf.

Statement of Ethical Approval

The researcher sought approval from Kisii University and office of the director of post graduate to conduct this study (SOBE). Also, the study sought for permission from, education office on Nyamira and Kisii Counties, National commission for science, technology and Innovation (NACOSTI) before data collection. The researcher also ensured that Plagiarism is maintained with the acceptable limits. Additionally, the researcher ensured that all Information and data obtained from the field was used for academic purposes only. Concerning details of the respondents was hidden. Also, the study made ensure that biasness was avoided during the whole period of study through following scientifically approved procedures.

Statement of Informed consent

TO WHOM IT MAY CONCERN

Dear Respondents

RE: REQUEST FOR ACADEMIC RESEARCH DATA

I am a student pursuing Doctorate Degree in Business Administration (PhD) from Kisii University and I am conducting a research on the '**management accounting practices, and financial performance of KTDA factories in Gusii region**'. Kindly I beseech you to take some of your minutes to fill in the following questionnaire honestly. I assure you of strict confidentiality for your responses and identity. Provided information is purely for academic use only.

Thank you for your cooperation in Advance.

References

- [1] Abdilahi, M. A., Kithinji, M., & Naminda, B. (2023). Effect of activity based costing on financial performance of cement manufacturing industry in Kenya.
- [2] Abidemi, B. T., Halim, F. B., & Alshuaibi, A. I. (2017). Marketing capabilities and organizational performance: A proposed model on the moderating effect of technological turbulence. *International Journal of Management Research and Reviews*, 7(6), 626.
- [3] Abura, H. N., & Litunya, R. (2022). Effect of target costing on financial performance of cement manufacturing industry in Kenya. *The Strategic Journal of Business & Change management*, 9 (4), 12 - 18.
- [4] Agbenyo W., Danquah, F., O., and Shuangshuang, W (2018) Budgeting and Its Effect on the Financial Performance of Listed Manufacturing Firms: Evidence from Manufacturing Firms Listed on Ghana Stock Exchange. *Research Journal of Finance and Accounting* www.iiste.org 9, (8), 2018
- [5] Agbenyo, W., Danquah, F. O., & Wang, S. (2018). Budgeting and its effect on the financial performance of listed manufacturing firms: Evidence from manufacturing firms listed on Ghana Stock Exchange. *Research Journal of Finance and Accounting*, 9(8), 12- 22.
- [6] Agbo, M. U. (2020). Effects of Benchmarking on Performance of Manufacturing Firms: A Study of Nigerian Breweries Plc. Enugu, Enugu State, Nigeria. *International Journal of Business & Law Research*, 8(2), 13 – 20
- [7] Akre, S. E., & Ying, M. (2023). The Effect of Market Benchmarking on Business Performance: Evidence from MTN, Mobile Company in Ivory Coast. *International Journal of Management Science and Business Administration*, 9(2), 43-50.
- [8] Alabdullah (2019) Management Accounting and Service Companies' Performance: Research in Emerging Economies. *Australasian Accounting, Business and Finance Journal*, 13(4):101-118.
- [9] Alamri, M. A. (2018). An efficient cooperative technique for power-constrained multiuser wireless network: "Investigation of cooperation strategies in multiuser wireless network with the power constraint". *Telecommunication Systems*, 69(3), 263-271.

- [10] Anthony Mwila, Vincent Masaka, Kaombe Tukumana, The Impact of the Activity-Based Costing on SMEs' Financial Performance in Lusaka, Zambia (I), CECCAR Business Review, No 6/2022, pp. 42-50, DOI: <http://dx.doi.org/10.37945/cbr.2022.06.05>
- [11] Arikan, M. T., & Demir, E. (2018). The impact of standard costing system on the financial performance of firms: Evidence from Turkey. *International Journal of Economics, Commerce and Management*, 6(5), 105-115.
- [12] Asbari, M., Dimuon Inayat, D., & Paratoo, A. (2021). Managing Employee Performance: From Leadership to Readiness for Change. *International Journal of Social and Management Studies*, 2(1), 74–85. <https://doi.org/10.5555/ijosmas.v2i1.12>
- [13] Bakti, C. S., & Kartika, H. (2020). Analysis of Ice Cream Product Quality Control with Six Sigma Method. *Journal of Industrial Engineering & Management Research*, 1(1), 63- 69.
- [14] Behnamfar, M., Shamian Sarokolaei, A., & Talaei, Z. (2013). Psychological Criticism of Digar Siyavoshi Namandeh ("There is no Siyavosh Still Alive") Based on Karen Horney's Theory. *Research in Contemporary World Literature*, 18(2), 23-42.
- [15] Chebet, Ann and Muturi, W.,M.,i (2019) Effect of Benchmarking Practices on Financial Performance of Private Hospitals in Kenya. A Case of Private Hospitals in Kisii County, Kenya. *International Journal of Scientific and Management Research* 2 (6)4
- [16] Chepkorir, M., Rugutt, W., & Langat, P. (2021). Relationship between Budgetary Planning and Financial Performance of County Government of Kericho, Kenya. *International Journal of Economics, Business and Management Studies (EBMS)*, 8(7), 19-24.
- [17] Dimi, O., & Simona, B. S. (2014). Target Costing–the response of the managerial accounting to changes in the environment. *Annals-Economy Series*, 3, 45-55.
- [18] Effiong, Sunday A., Akpan, A. E. (2018). Effect of activity based costing (ABC) on the productivity of manufacturing. *International Journals Advance Research (IJAR)* 7(1), 753-765. ISSN: 2320-5407 . DOI:10.21474/IJAR01/8384
- [19] Fadlallah, R., El-Jardali, F., Hemadi, N., Morsi, R. Z., Abou Samra, C. A., Ahmad, A., ... & Akl, E. A. (2018). Barriers and facilitators to implementation, uptake and sustainability of community-based health insurance schemes in low-and middle-income countries: a systematic review. *International journal for equity in health*, 17, 1-18.
- [20] Fahmi, K., Mustofa, A., Rochmad, I., Sulastri, E., Wahyuni, I. S., & Irwansyah, I. (2021).Effect of ISO 9001: 2015, ISO 14001: 2015 and ISO 45001: 2018 on operational performance of automotive industries. *Journal of Industrial Engineering & Management Research*,2(1),13-25
- [21] Garson, G. D. (2012). Testing statistical assumptions.
- [22] George, E., Nzewi, U. C., & Ezekwesili Tochukwu, P. (2022). Effect of activity based costing on financial performance of consumer goods manufacturing companies i Nigeria. *Journal of Global Interdependence and Economic Sustainability*/ ISSN, 2955, 0815.
- [23] Gowans J., L., and Waithaka ., P (2019)Generic Benchmarking and Performance of Commercial Banks in Bungoma County , Kenya the international journal of humanities & social studies ISSN 2321 - 9203 www.theijhss.com. 7 (12) DOI No.: 10.24940/the ijhss/2019/v7/i12/HS1912-009 December, 2019
- [24] Gul, S., Irshad, F. & Zaman, K. (2011). Factors Affecting Bank Profitability in Pakistan. *TheRomanian Economic Journal*, 61-87.
- [25] Haas, B., Gomez, D., Xiong, W., Ahmed, N., & Nathens, A. B. (2019). External benchmarking of trauma centre performance: have we forgotten our elders?. *Annals of surgery*, 53(1), 144-150.
- [26] Habumugisha, T., & Mulyungi, P. (2018). Effect of corporate dividend policy on performance of stock prices in Rwanda Stock Exchange. Case study of Bank of Kigali as listed on Rwanda Stock Exchange (2011-2016). *International Journal of Research in Management, Economics and Commerce*, 8(05), 183-193.
- [27] Hailu, H., Tadesse, F., Tsegay, K., Jilcha, K., & Hailu, T. (2020). Relationship between Kaizen philosophy and organizational performance empirical investigation: a case of Ethiopian manufacturing industries. *European Online Journal of Natural and Social Sciences*, 9(4), 735-751.
- [28] Hamad, A., Khashan, K. S., & Hadi, A. (2020). Silver nanoparticles and silver ions as potential antibacterial agents. *Journal of Inorganic and Organometallic Polymers and Materials*, 30(12), 4811-4828.

- [29] Hasan, I., Kobeissi, N., Liu, L., & Wang, H. (2018). Corporate social responsibility and firm financial performance: The mediating role of productivity, *Journal of Business Ethics, Springer*, 149 (3), 671-688 <https://doi.org/10.1007/s10551-016-3066-1>
- [30] Jaly-Zada, A., Koch, C., & Tizani, W. (2015). IFC extension for design change management. In *Proc., 32nd CIB W78 Conference*.
- [31] Joseph, C.S., Kumar, F.J.P., Kumar, R.M. (2019), *Implementing Activity Based Costing Among Automotive Engineering Industries in Small and Medium Enterprises Sector of Tamil Nadu*, *International Journal of Mechanical Engineering and Technology*, 10,(1) 1, pp. 550-563.
- [32] Karimu, I., & Campus, E. (2017). *Benchmarking and Organizational Performance in the Nigerian Banking Industry* (Master's, University of Nigeria)
- [33] Kenya Tea Development Agency (Holdings) Limited (KTDA). (2022). Sustainability: Investing in a more sustainable future. KTDA Updates. <https://ktdateas.com/sustainability/>
- [34] Khateeb, A. H. N. M., Imam, S. M. A., Awad, S. S., & Nasir, H. B. (2019). Target costs and the role of product design in achieving competitive advantage of the Iraqi companies. *International Journal of Economics, Commerce and Management*, 7(2), 425- 440.
- [35] Kholeif, A. O., Abdel-Kader, M., & Sherer, M. (2007). ERP customization failure: Institutionalized accounting practices, power relations and market forces. *Journal of Accounting & Organizational Change*, 3(3), 250-269.
- [36] Kimani 1G., M., and Koori, J (2018) assessed the monetary policy and financial performance of commercial banks in Kenya. *International Journal of Management and Commerce Innovations ISSN 2348-7585* (Online) 6, (1), pp: (1893- 1903), www.researchpublish.com.
- [37] Kinyanjui, K. D., & Misaro, J. (2013). Socio-economic status and participatory development in Kenya. *International Journal of Humanities and Social Science*, 3(1), 183-193.
- [38] Komijani, A., & Taghizadeh-Hesary, F. (2019). An overview of Islamic banking and finance in Asia. *Routledge Handbook of Banking and Finance in Asia*, 853, 505–518. <https://doi.org/10.4324/9781315543222-28>
- [39] Mahdi, O. R., Nassar, I. A., & Almsafir, M. K. (2019). Knowledge management processes and sustainable competitive advantage: An empirical examination in private universities. *Journal of business research*, 94, 320-334.
- [40] Mbogo, M., Jimmy, M., & Olando, C. (2021). Effect of budgeting practices on financial performance of manufacturing small and medium enterprises in Nairobi County, Kenya. *Journal of language, technology & entrepreneurship in Africa*, 12(1), 84-110.
- [41] Minister, D. Ministry of Agriculture and Rural Development.
- [42] Mligo H.E. and Maseko F.E (2022) The Effects of the Budgetary Process on the Financial Performance of Commercial Banks in Tanzania: A Case of CRDB, NMB AND NBC, *European Journal of Accounting, Auditing and Finance Research*, 10,(11), pp.69- 86
- [43] Mohamed A.,I., (2022)The impact of budgetary control on manufacturing firms' financial performance Mogadishu – Somalia. DOI Number: 10.14704/nq.2022.20.6. NQ22476 *Neuro Quantology* 2022; 20(6):4741-4755.
- [44] Momanyi, C., & Omari, S. M. Does Budgeting Strategy influence Organizational Performance of public Universities in Kenya?
- [45] Muhindi, K. A., & Ngaba, D. (2018). Effect of firm size on financial performance on banks: Case of commercial banks in Kenya. *International Academic Journal of Economics and Finance*, 3(1), 175-190.
- [46] Mutuku Jane K. (2017) the relationship between benchmarking and financial performance of SACCOS in Nairobi, a management research project submitted in partial fulfilment of the requirement of masters in business administration, university of Nairobi
- [47] Mwangi ., D., M., (2018) the effects of benchmarking practices on financial performance of small and medium enterprises in Kenya , University of Nairobi

- [48] Myint, Y. Y. (2019). Budgetary control systems of Myanmar private commercial banks: Case study of Myanmar oriental bank limited & Tun foundation Bank International. *Journal on Recent Trends in Business and Tourism* /3 (2), 1-8.
- [49] Nair, S., Osamah, A. A., & Salwa, A. (2020). The budgetary process and its effects on financial performance: A study of small and medium-sized enterprises in Yemen. *International Journal of Innovation, Creativity and Change*, 14(4), 816-834.
- [50] Nair, S., Tan, X. (2018), *Factors Influencing the Implementation of Activity-Based Costing: A Study on Malaysian SMEs*, International Business Research. 11, (8), pp. 133-141, <https://doi.org/10.5539/ibr.v11n8p133>
- [51] Narsaiah, N. (2020). Does capital structure impact on financial performance: Evidence from India. *Academy of Accounting and Financial Studies Journal*, 24, 1-20.
- [52] Nawwaf, A. M., & Iyad, Z. (2019). The Impact of Liquidity and Profitability Indicators on the Market Performance Indicators of Banks Listed on the Palestine Exchange. *Journal of Economic Sciences, Management and Commercial Sciences*, 12(1), 114-13
- [53] Ndung'u K. & Tirimba, I. (2018). Effect of Financial Planning Practices on the Financial Performance of Non Profit Making Health Organizations in Kiambu County, Kenya. *International Journal of Scientific and Research Publications*, 8(5), 599- 624.
- [54] Ngumi, D. K., & Njogo, M. M. (2017). Effect of budgeting practices on the financial performance of insurance companies in Kenya. *International Journal of Economics*, 2(3), 14-30.
- [55] Nguyen, Duy Thanh, Pham, Hanh, (2020) "Debt financing and firm performance: The moderating role of board independence", 'SAGE Publications',
- [56] Nyakato J., (2019) effects of budgeting on financial performance of public firms in Uganda; a case of Uganda institute of allied health and management sciences Mulago. Unpublished *Kampala International University*
- [57] Nyawira, S. (2022, January 8). Kenya's Tea Performance Continues to Decline Despite Reforms. All Africa.
- [58] Nzewi, U. C., & Ezekwesili Tochukwu, P. (2022). Effect of activity based costing on financial performance of consumer goods manufacturing companies in Nigeria. *Journal of Global Interdependence and Economic Sustainability ISSN, 2955*, 0815.
- [59] Obamuyi, E. O. (2019). An economic study of fixed capital and investment behaviour in Nigeria manufacturing industries. *Nigeria Journal of Economics and Social Studies*, 26(2), 271-272
- [60] Ogwoka, T. M., Cheruiyot, W., & Okeyo, G. (2015). A model for predicting students' academic performance using a hybrid of K-means and decision tree algorithms. *International Journal of Computer Applications Technology and Research*, 4(9), 693-697.
- [61] Oluwayemisi. A., M., B., Elkanah E., Omolorun A., Omole O., M., Aruna I., M., (2022), Cost Control and Financial Performance: An Empirical Investigation of Selected Quoted Manufacturing Firms in Nigeria. *Journal of accounting and management* 12 (2) .
- [62] Ombongi, P. N., & Long, W. (2018). Factors affecting financial performance of Small and medium enterprises (SMEs): A case of manufacturing SMEs in Kenya. *International Journal of Research in Business Studies and Management Volume 5* (1), 2018, 37-45
- [63] Omosa, M. H., Muya, J., Omari, S., & Momanyi, C. (2022). Role of product development strategy on performance of tea factories in Kenya. *Reviewed Journal of Human Resource Management*, 3 (1), 1 - 11
- [64] Onwuchekwa, D (2022), assessed the effects of Benchmarking and Organizational Performance In Berger Paints, Port Harcourt. 10, (3), 2022 *Innovative Journal of Marketing Management*
- [65] Otieno, H., Ayuma, C., and Ngari, C. (2022), assessed the Effect of Standard Costing on Financial Performance of Manufacturing Industries in the North Rift Economic Block, Kenya. *Kabarak Journal of Research & Innovation (KJRI)* 13 (2)|1-14
- [66] Pakos Zebrucka, K., Koryga, I., Mnich, K., Ljujic, M., Samali, A., & Gorman, A. M. (2016). The integrated stress response. *EMBO reports*, 17(10), 1374-1395.
- [67] Pham, D.C., Nguyen, L.S., Doan, T.N., Ta, T.T., Pham, H.L. (2021), *The Influence of ActivityBased Costing Implementation on Firm Performance: An Empirical Evidence from Vietnam*, *Montenegrin Journal of Economics*, 17, (4), pp. 167-177,

- [68] Powell, M. P., Verma, N., Sorensen, E., Carranza, E., Boos, A., Fields, D. P., ... & Capogrosso, M. (2023). Epidural stimulation of the cervical spinal cord for post-stroke upper-limb paresis. *Nature medicine*, 29(3), 689-699.
- [69] Prior, Diego, Surroca Aguilar, Jorge, Tribo Gine, José Antonio, (2007) "Earnings management and corporate social responsibility",
- [70] Republic of Kenya (2015). Economic Review of Agriculture [ERA] 2015. Ministry of Agriculture, Livestock, and Fisheries. Nairobi. Government Printers.
- [71] Republic of Kenya (2017). Kenya Economic Survey 2017. Nairobi. Government Printers.
- [72] Rotich, A. C. (2019). Financing Strategies and Liquidity of Supermarkets in Kiambu County, Kenya.
- [73] Rureri, W., Namusonge, G. S. & Mugambi, F. W. (2017). An assessment on the role of top management support practice on performance of steel manufacturing companies in Kenya. *The Strategic Journal of Business and Change Management*, 4(62), 108 – 1118.
- [74] Sande, D., A., Okiro, K., Wanjare, J. & Omoro M. (2023). Effect of Budgeting Practices on Financial Performances of County Governments in Kenya. *Journal of Finance and Accounting*. Vol 7(5) pp. 62-77. <https://doi.org/10.53819/81018102t30103>
- [75] Saymeh, A. A. (2021). The effect of selected management accounting tools on the financial performance of industrial companies (Jordan's case). *Journal of Management Information and Decision Sciences*, 24(4), 1-18.
- [76] Seemali Athuldora Arachchi (2024) the impact of corporate governance on financial performance. A quantitative study of the banking sector in Sri Lanka between 2018 and 2022
- [77] Subriyah Nurdin and Darmawati (2021) Budget use and performance of manufacturing small and medium enterprises (smes) in Lagos state, Nigeria. *Malete Journal of Accounting and Finance*, 3(2), 61-87.
- [78] Szász, L., Rác, B. G., Borza, A., & Benedek, B. (2019). A Comparative Study of Multinational Subsidiaries and Local Companies in Emerging Economies: A Manufacturing Practice Approach. *Acta Oeconomica*, 69(S2), 107-129.
- [79] Tuovila (2020). Earnings management is the use of accounting techniques to produce financial statements that present a positive view of a company's business activities and financial position. St. John's University Queens, New York.
- [80] Vetchagool, W., Augustyn, M.M., Tayles, M. (2018), *ISO 9000, Activity Based Costing and Organisational Performance*, Total Quality Management & Business Excellence, 32, (3-4), pp. 265-288, <https://doi.org/10.1080/14783363.2018.1549938>.
- [81] Vetchagool, W., Augustyn, M.M., Tayles, M. (2020), Impacts of Activity-Based Costing Organizational Performance: Evidence from Thailand, *Asian Review of Accounting*, 28, (3) pp. 329-349, <https://doi.org/10.1108/ARA-08-2018-0159>.
- [82] Walakumbura, B. M., & Kinyua, G. M. (2020). Analysis of the Role of Generic Benchmarking on Service Delivery: The perspective of Multinational Pharmaceutical Companies in Nairobi City County, Kenya. *International Journal of Managerial Studies and Research (IJMSR)*, 9(6), 32 – 38
- [83] Wang, Z. (2017). The Study of Carbon Cost Management under the Carbon Trading Mechanism - Based on the Value Chain Theory. *Low Carbon Economy*
- [84] Wanyonyi, W. E., Ronald, M. O., Mindila, R. & Mwititi, E. (2017). Evaluation of activity based cost analysis as a tool on financial performance in selected public sugar firms in Kenya. *International journal of advancement in engineering technology, management and applied science (ijaetmas)*, 4(4): pp 57-65
- [85] Yahaya, O. A. (2019). Management accounting practices and financial performance of listed oil and gas firms in Nigeria. *Enugu State University of Technology Journal of Management Sciences*, 12, 86-96.