

# Strategic Management Accounting and its Implementation in Micro Business Innovation Culture : A Case Study in Jabodetabek

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## Abstract

*This study aims to promote innovation and sustainability among micro-enterprises in the Jabodetabek region by applying Strategic Management Accounting (SMA) techniques to enhance competitiveness and operational efficiency. Cultivating a culture of innovation within MSMEs is crucial for maintaining competitiveness and ensuring long-term business sustainability. SMA serves as a catalyst for fostering this innovation culture by encouraging the adoption of improved managerial accounting practices. The research also emphasizes the positive impact of SMA implementation on micro-enterprise performance and the pivotal role of innovation in driving business growth. MSMEs in Jabodetabek play a key role in economic development, job creation, and the industrialization process. However, they frequently encounter challenges such as limited resources, inadequate accounting expertise, and a lack of awareness regarding the advantages of SMA. Despite its significant potential to boost efficiency and innovation, the application of SMA in Jabodetabek's MSME sector remains underexplored. Thus, this study seeks to contribute to the existing literature on the relevance of SMA for MSMEs. Using a quantitative survey approach, the research gathered data from 120 micro-enterprise owners across major cities in Jabodetabek. The findings reveal that SMA significantly aids in cost control, financial planning, and fostering an innovation-oriented culture that supports the sustainability of micro-enterprises.*

**Keywords:** Strategic Management Accounting, Top Management Characteristics, Innovation in Business, Business Performance, Small and Medium Enterprises (SMEs).

## Introduction

The application of accounting among Micro, Small, and Medium Enterprises (MSMEs) remains limited, primarily due to a lack of understanding of accounting principles, minimal awareness of the importance of accounting information in business operations, and the absence of regulatory mandates requiring financial reporting from MSMEs. Consequently, many MSMEs struggle with financial control and face business failure during their growth journey. In fact, a strong grasp of accounting can significantly contribute to business success, as a positive attitude toward accounting information often correlates with more effective business management [1].

MSMEs in Indonesia hold a vital position in the national econ-

omy. In this regard, Strategic Management Accounting (SMA) is seen as a potential tool to enhance the efficiency and performance of MSMEs. SMA equips business owners with better capabilities in financial planning, cost management, and performance evaluation. However, its implementation among Indonesian MSMEs remains limited [2].

Research by Ryu et al. (2021) highlights that an innovation-oriented organizational culture can boost both internal and external productivity by enabling swift adaptation to environmental changes and fostering organizational integration. Similarly, Azeem et al. (2021) argue that innovation, as a manifestation of creativity, plays a critical role in organizational growth and successful business management. Such a culture also encourages

MSMEs to be more adaptable and responsive in today's dynamic business landscape [3].

A culture of innovation motivates entrepreneurs to develop creative solutions, capitalize on market opportunities, and drive progress. Against this backdrop, the present study aims to examine the role of Strategic Management Accounting in fostering a culture of innovation among MSMEs in Indonesia. It focuses on how SMA practices can enhance competitiveness and operational efficiency, while an innovation-supportive culture may facilitate the adoption of SMA techniques among micro-enterprises. In an increasingly fast-paced business environment, it is crucial for MSMEs to embrace strategic and innovative management practices to navigate emerging challenges and opportunities [4].

This research aims to contribute to the literature on the interplay between SMA, innovation culture, and MSME performance in Indonesia. It also seeks to offer practical insights for stakeholders engaged in MSME development. Building on prior studies, this research will investigate innovation culture as a key factor influencing the use of SMA in MSMEs. In light of intensifying business competition, the growth of accounting literature has introduced the concept of strategic management accounting, shaped by factors such as historical performance, managerial characteristics, and innovation culture [5]. These elements form the core focus of this study, titled: "Strategic Management Accounting Implementation and Innovation Culture in Micro Businesses: A Case Study in Jabodetabek."

This study seeks to explore several key questions related to the implementation of Strategic Management Accounting (SMA) among Micro, Small, and Medium Enterprises (MSMEs). Specifically, it investigates whether business performance influences the adoption of SMA practices in SMEs, and whether the SME category itself holds a significant relationship with SMA implementation. Additionally, the research examines the role of innovation culture in business and its relationship with SMA, as well as how the characteristics of business owners and management impact the effectiveness of SMA adoption. These questions aim to shed light on the internal and external factors that drive or hinder the strategic use of accounting tools in small business environments [6].

The primary objective of this research is to empirically test the influence of several variables on SMA implementation in SMEs. These include analyzing how business performance correlates with SMA practices, measuring the relationship between SME classification and SMA usage, examining the extent to which innovation culture contributes to the adoption of SMA in MSMEs, and assessing how the traits of business owners and managers affect the overall effectiveness of SMA practices. The study aims to offer a comprehensive understanding of the determinants that support or obstruct SMA implementation, contributing to better strategic decision-making within the SME sector.

The novelty of this research lies in its contribution to both practical application and academic literature on SMA among MSMEs in Indonesia. For MSME owners and managers, the study provides actionable insights into how embracing SMA and fostering an innovation culture can enhance financial management, performance, and competitiveness in a fast-changing business

environment. For academics and researchers, the findings will enrich the existing body of knowledge and offer a foundation for future studies in management accounting and entrepreneurship. Furthermore, this research has social relevance by encouraging broader public appreciation of MSMEs and promoting the importance of good accounting practices, thereby strengthening the link between business and community development [7].

## Literature Review and Hypothesis Development

### Contingency Theory

According to Shala et al. (2021), the Contingency Theory of leadership emphasizes that a leader's effectiveness is influenced by their ability to control a situation and align their leadership style accordingly. In the context of MSMEs, business owners or managers who exhibit open, visionary leadership tend to manage their organizations more effectively and make sound strategic decisions. Within the realm of management accounting, contingency theory asserts that the selection of accounting systems should be tailored to the unique demands of a company's internal and external environment. For MSMEs, this means adapting financial reporting practices—such as using SAK ETAP (Financial Accounting Standards for Entities Without Public Accountability)—based on the expectations of stakeholders, including creditors, investors, and internal decision-makers [8].

Contingency theory also highlights organizational culture as a critical mediating factor in the success of strategy implementation. A strong innovation culture can significantly enhance MSMEs' capacity to adopt Strategic Management Accounting (SMA) practices effectively. Businesses that foster innovation are typically more agile and responsive to change, enabling quicker adaptation of SMA to improve performance. This study uses contingency theory to explore how SMA implementation is shaped by various contextual factors, including innovation culture, the competencies of owners and managers, and external support systems. It underscores that successful SMA adoption is not solely about technical application but also about alignment with situational realities.

Furthermore, the study acknowledges potential challenges through the concept of the "contingency gap"—a misalignment between externally recommended strategies and the internal realities of MSMEs. When strategies derived from contingency theory conflict with the ingrained values, culture, or operational limitations of MSMEs, resistance may emerge from either management or staff. To address this, MSMEs can adopt resistance strategies, such as expanding digital marketing networks, optimizing product and service innovation, building collaborative partnerships with institutions, and forming strategic alliances with like-minded local or community organizations. Management accounting strategies tailored to the internal environment allow MSMEs to maintain their unique identity while implementing performance measurement systems that support sustainable and context-specific business operations [9].

### Resource-Based View Theory

The Resource-Based View (RBV) emphasizes that a company's sustainable competitive advantage is primarily rooted in its internal resources—ranging from tangible assets and specialized expertise to intangible assets like organizational culture and innovation capability. In the context of this study, RBV helps ex-

plain how certain internal factors in MSMEs can drive strategic success.

One such intangible resource is innovation culture, which is both valuable and difficult for competitors to replicate. A strong innovation culture allows MSMEs to continuously develop new products and services, maintaining their relevance and competitiveness in dynamic markets. Likewise, management accounting capabilities, particularly the strategic use of SMA, can provide MSMEs with a critical edge. Rather than merely serving as tools for cost control, SMA techniques enable strategic decision-making and opportunity exploitation. When SMA is implemented alongside a vibrant culture of innovation, MSMEs can achieve sustainable performance improvements and long-term competitiveness. SMA helps MSMEs adapt to environmental changes, optimize operations, and align strategic goals with internal capabilities [10].

This study applies Grand Theory by integrating both Contingency Theory and RBV, proposing that SMA implementation in MSMEs should not follow a one-size-fits-all model, but must instead align with the enterprise's unique conditions and strengths. Innovation culture, as a core internal asset, plays a central role in enabling SMA to drive performance. This dual-theory approach provides a comprehensive framework for exploring how internal capabilities and contextual variables interact to influence strategy implementation in micro and small enterprises. The implication is clear: effective strategic management accounting requires not only technical proficiency but also strategic insight, adaptability, and innovation. As Petera and Soljakova (2020) suggest, SMA aids businesses in analyzing both their own data and that of competitors to craft effective strategies. Moreover, as emphasized by Timotius (2023), innovation across products, processes, and people is vital for MSMEs to remain relevant. Traditional management accounting methods like standard costing and variance analysis are no longer adequate for today's rapidly evolving markets. Instead, MSMEs must embrace modern, strategic, and environmentally conscious approaches—such as environmental management accounting—to meet market demands and ensure long-term value creation [11].

Contingency theory posits that there is no universally optimal management system; instead, effectiveness depends on how well a system aligns with the specific circumstances of an organization [1]. In the context of SMA, this theory suggests that the adoption and effectiveness of SMA techniques are contingent on contextual variables—such as a firm's current performance. High-performing firms are more likely to implement SMA because they have more resources and strategic clarity, and they operate in environments that demand greater sophistication in planning and control. Thus, the use of SMA is aligned with the firm's operational realities and strategic needs, reinforcing the contingency perspective.

Business performance serves as a key indicator of an organization's ability to achieve its strategic objectives effectively and efficiently. It encompasses multiple dimensions, including financial outcomes, operational efficiency, market positioning, and innovation success. According to Setiawan and Iskak (2022), the implementation of SMA in MSMEs is influenced by various factors such as owner or manager characteristics, past business

performance, and organizational innovation culture. Higher-performing businesses are more likely to adopt SMA practices, as these enable more precise strategic planning and performance tracking aligned with long-term goals. Therefore, we argue that:

**(H1): Business performance has a significant positive effect on the implementation of Strategic Management Accounting (SMA).**

SMEs play a vital role in economic growth and innovation, yet often face limitations in strategic financial planning. As highlighted by Petera and Soljakova (2020), SMEs that adopt SMA practices tend to be more agile and responsive to market dynamics, enabling more informed strategic decisions. Implementing SMA provides SMEs with access to structured data and competitive intelligence, enhancing their capability to respond to risks and seize growth opportunities. The Resource-Based View (RBV) emphasizes that a firm's competitive advantage is derived from its ability to develop and utilize valuable, rare, inimitable, and non-substitutable (VRIN) internal resources and capabilities [2]. Within this framework, SMEs are not viewed merely in terms of their size, but in terms of their unique internal characteristics that can serve as strategic assets. Therefore, we posit that:

**(H2): Small and Medium-sized Enterprises (SMEs) have a positive influence on Strategic Management Accounting.**

Contingency Theory posits that there is no single best way to manage an organization; instead, the effectiveness of management practices—including accounting systems—depends on the specific internal and external conditions faced by the organization [12]. This theory emphasizes the fit between organizational context and management control systems, such as SMA. A culture of innovation encourages continuous improvement and openness to change, creating a fertile ground for adopting advanced management tools such as SMA. Prior studies by Mayr et al. (2021) and Pavlatos & Kostakis (2018) reveal a strong link between innovation culture and successful SMA implementation. Additionally, Hadid and Al-Sayed (2021) emphasized that firms with higher innovation tendencies are more likely to explore strategic accounting techniques to support innovation-driven decision-making. Therefore, we argue that:

**(H3): Innovation in Business has a positive influence on Strategic Management Accounting.**

Resource-Based View (RBV) asserts that sustainable competitive advantage arises from the possession and strategic use of valuable, rare, inimitable, and non-substitutable (VRIN) resources within the firm [2]. In this framework, human capital—including the experience, education, and capabilities of top management—is considered a strategic intangible resource. Leadership experience, educational background, strategic orientation, and decision-making capability are critical attributes that shape the adoption of management practices. Setiawan and Iskak (2022) argue that managers with extensive experience and strategic insight are more inclined to implement SMA tools to strengthen financial analysis, resource allocation, and strategic positioning. Such characteristics support the alignment of SMA practices with organizational goals, leading to better business outcomes. Therefore, we argue that:

**(H4): Top Management Characteristics have a positive influ-**

### Conceptual Framework

The framework illustrates the conceptual model that explores the influences of four independent variables on a single dependent variable, namely:

Dependent Variable:

- Strategic Management Accounting (SMA)

SMA refers to the use of management accounting tools and techniques with a strategic orientation to support decision-making and enhance competitive advantage. It includes practices like competitor analysis, value chain analysis, and long-term financial planning [13].

Independent Variables:

#### 1. Business Performance

- Explanation: This represents how well the business is achieving its strategic, financial, operational, and innovation-related goals.
- Assumption: Organizations with stronger business performance are more capable and likely to adopt SMA to further enhance their strategic decisions and sustain success.

#### 2. Small and Medium-sized Enterprises (SMEs)

- Explanation: This variable reflects the unique characteristics and operating environment of SMEs.
- Assumption: SMEs, due to their flexibility and market responsiveness, can benefit significantly from SMA if they adopt it properly, which enhances their ability to survive and compete.

#### 3. Innovation in Business

- Explanation: Innovation here refers to the culture and practices that encourage continuous improvement in products, processes, and business models.
- Assumption: Innovative firms are more likely to adopt SMA techniques that support strategic thinking and innovation-driven performance.

#### 4. Top Managerial Characteristics

- Explanation: This includes the education, experience, age, and strategic thinking ability of the business's top decision-makers.
- Assumption: Strong managerial characteristics positively influence the adoption of SMA, as competent leaders are more likely to understand and apply strategic tools effectively.

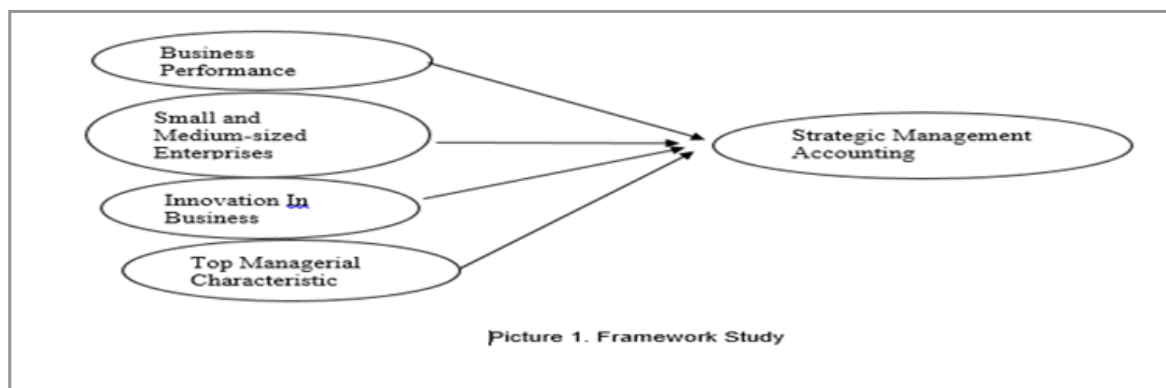


Figure 1: Framework Study

### Research Methods

#### Research Design

This study employs a descriptive research design using a quantitative approach. The quantitative data were collected through online questionnaires disseminated via various social media platforms and messaging applications. The primary objective of this research is to provide empirical evidence on the impact of management accounting information systems on business performance, mediated by intellectual capital. Data analysis was conducted using SPSS version 26 (Statistical Product and Service Solutions) [14].

The data analysis method involved hypothesis testing through a multiple regression model using SPSS 26. The research sample comprises Small and Medium Enterprises (SMEs) in Indonesia. Despite its contributions, this study has certain limitations that should be addressed in future research. Specifically, the current study views owner/manager characteristics within the entrepreneurial context. However, personal characteristics may also be influenced by deeper factors such as motivation, cultural background, and family dynamics. Future studies are encouraged to explore these dimensions more comprehensively.

Data collection was conducted via a structured questionnaire

administered to 120 selected respondents using Google Forms, which included sections on general business information [15].

#### Operational Definitions & Variable Measurement

Operational Definition of Variables: In this research, there are three related variables between the Independent Variable (X1) Business Performance, (X2) Small and Medium-sized Enterprises (SMEs), (X3) Innovation in Business, (X4) Top Management Characteristics, and the Dependent Variable, namely (Y) Strategic Management Accounting.

Business Performance (X1): The business model that regulates the results of the implementation of strategies that include resource management, cost structure arrangement, customer relationship management, and value creation through products or services. This business performance shows the extent to which a company's business model is able to generate profits, meet customer needs, and maintain competitiveness. Respondents were asked to provide information on the increase or decrease in the average profitability of their business [16]. The results achieved by SMEs are related to the achievement of business goals, as measured by profitability, operational efficiency, business growth, and customer satisfaction.



Small and Medium-sized Enterprises (SMEs) (X2): type or size of company based on certain criteria such as number of employees, total annual revenue, and amount of assets. SMEs or SMEs (Small and Medium Enterprises) usually have limited resources compared to large companies and face unique challenges in terms of resource management, marketing, and innovation. Measuring the effectiveness and efficiency of SME operations, including financial and non-financial aspects.

**Innovation in Business (X3):** the ability of SMEs to create, develop, and adopt new ideas, products, processes, or services aimed at increasing competitiveness and meeting customer needs. Innovation in business can occur in various aspects, such as products, processes, technologies, and business models. Measuring the level of innovation and creativity in the SME environment [17].

Top Management Characteristics (X4): includes the nature, skills, experience, and attitudes possessed by the highest leaders in the organization. The characteristics of top management greatly influence the company's strategy, decision making, and how the company responds to changes and challenges in the market. Including factors such as education, experience, and leadership style of the owner that can affect the implementation of SMA and innovation culture.

#### Dependent Variable

Strategic Management Accounting: Refers to the application of strategic management accounting techniques in SMEs to support decision making, planning and control that is aligned with business objectives.

**The Unit Of Analysis:** The unit of analysis in this study is Micro, Small, and Medium Enterprises (MSMEs) in Indonesia. The main focus of this study is how MSMEs adopt and implement Strategic Management Accounting (SMA) to support a culture of innovation and improve their business performance. According to the Central Statistics Agency of Indonesia (BPS, 2020), MSMEs are defined based on the number of employees and annual revenue. In this study, the population consists of MSME owners or managers in Indonesia who meet the BPS criteria.

Samples were taken from 120 MSME owner respondents spread across several major cities in Indonesia to obtain a representative picture of the implementation of SMA and innovation culture in MSMEs [18].

#### Data Type

Measurement of variables in this study uses data collected through a questionnaire survey sample taken from 120 respondents of MSME owners in major cities in Indonesia.

#### Sampling Method

The data of this study is quantitative data. The source of this research data is primary data. Data collection using questionnaires. The population of this study is the owners or managers of MSMEs in Indonesia spread across several major cities. With this purposive sampling method, the study is expected to provide an in-depth picture of the relationship between the implementation of SMA, innovation, and business performance in the context of MSMEs in Indonesia [19].

#### Findings

Table 2 presents the profile of the surveyed SMEs. Food businesses are the most prevalent, accounting for 44.2% of the sample. A large majority of respondents (85.8%) occupy owner-level positions, and 75.8% work within the owner's division or department. Over half of participants (52.5%) have been in business for 1–5 years, suggesting a relatively recent start-up phase. In terms of education, 60.8% hold a high school diploma and 25% have a bachelor's degree. Offline stores dominate the retail format at 85%, compared to 15% online. Gender distribution is nearly equal, with 51.7% male and 48.3% female respondents. Most businesses employ 1–5 people (72.5%), reinforcing their small-scale nature. Geographically, nearly half are based in Depok (48.3%), followed by Jakarta (27.5%). Finally, 35% report monthly revenues under IDR 5 million, indicating that many businesses are still in their early or growth stages. Overall, the data suggest that the typical respondent is a relatively new, high-school-educated owner of a small, offline food enterprise—highlighting opportunities for targeted training and educational support to boost business capacity [20].

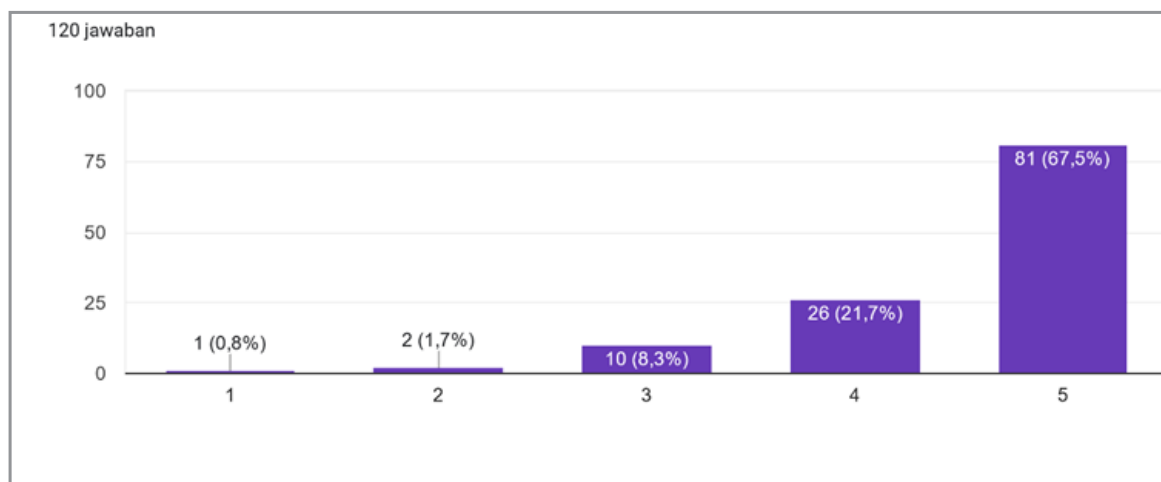
**Table 1:** Demographics Respondents

Respondent Characteristics	Frequency	Percentage	%
BUSINESS			
a. Food business	53	44.2	%
b. Skincare business	2	1.7	%
c. Property and Real Estate Business	6	5.0	%
d. Healthcare Business	2	1.7	%
e. Tourism business	1	0.8	%
f. Agro Business Enterprises	1	0.8	%
g. Car and motorcycle spare parts business	5	4.2	%
h. Credit card cash advance business	3	2.5	%
i. Production business	2	1.7	%
j. Trading Business	2	1.7	%
K. Used car business	2	1.7	%
L. Ushaa Digital marketing training	1	0.8	%
m. Craft/souvenir business	1	0.8	%

n. car oven paint business	1	0.8	%
o. Retail business	15	12.5	%
p. poultry farming business	4	3.3	%
q. service business	15	12.5	%
r. flower bouquet business	1	0.8	%
s. children's toy business	1	0.8	%
t. Nissan specialist workshop	1	0.8	%
u. used car sales business	1	0.8	%
Total	120	100	%
Position Level			
a. owner	103	85.8	%
b. manager/administrator	6	5.0	%
c. staff/team members	9	7.5	%
d. freelancer/freelance worker	2	1.7	%
Total	120	100	%
Division/department			
a. owner	91	75.8	%
b. distribution and logistics	1	0.8	%
c. administration	4	3.3	%
d. sales, marketing & commercial	7	5.8	%
e. research and development	1	0.8	%
g. logistics & supply chain	5	4.2	%
h. finance & accounting tax	3	2.5	%
i. operational/production	8	6.7	%
Total	120	100	%
Years of service			
a. 1-5 years	63	52.5	%
b. 5-10 years	32	26.7	%
c. 10-15 years	15	12.5	%
d. 15-20 years	10	8.3	%
Total	120	100.0	%
Last education			
a. High School	73	60.8	%
b. D3	10	8.3	%
c. S1	30	25.0	%
d. S2	7	5.8	%
Total	120	100	
Your Business Store Type			
a. offline store	102	85.0	%
b. online store	18	15.0	%
Total	120	100.0	%
Type sex			
a. Male	62	51.7	%
b. women	58	48.3	%
Total	120	100	%
Number of employees			
a. 1-5 employees	87	72.5	%
b. 5-10 employees	21	17.5	%
c. 15-20 employees	5	4.2	%

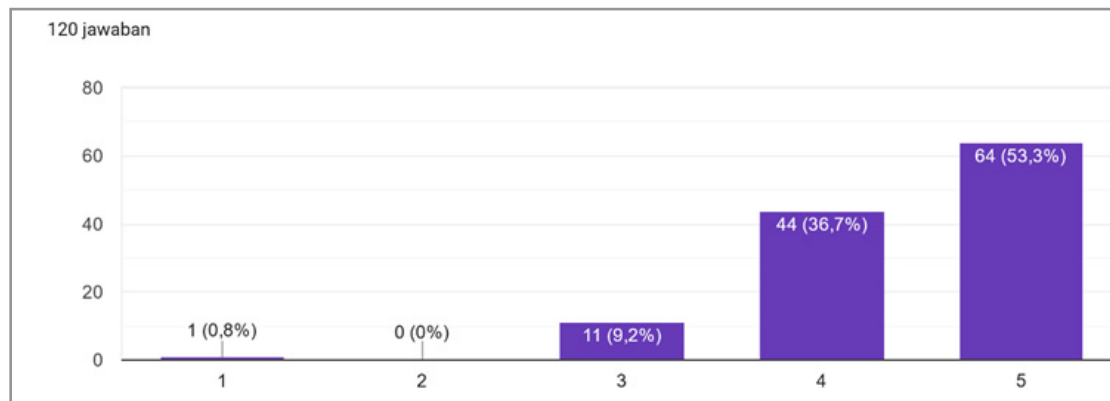
d. 20-25 employees	2	1.7	%
e.30-235 employees	5	4.2	%
Total	120	100	%
MSME Business Location			
a. Depok	58	48.3	%
b. Bekasi	9	7.5	%
c. Tangerang	11	9.2	%
d. Jakarta	33	27.5	%
e. Bogor	9	7.5	%
Total	120	100	%
Estimated Company Income/Month			
A. Less than Rp. 5 million	42	35	%
B. Rp. 5 million - Rp. 10 million	32	26.7	%
c. Rp. 10 million - Rp. 25 million	11	9.2	%
d. Rp 25 million - Rp 50 million	12	10	%
e. Rp 50 million - Rp 100 million	7	5.8	%
f. Rp 100 million - Rp 250 million	3	2.5	%
g. Rp 250 million - Rp 300 million	4	3.3	%
h. Rp 350 million - Rp 400 million	2	1.7	%
i. More than 500 million	6	5	%
j. 250 million-500 million	1	0.8	%
Total	120	100	%
Source: Processed with SPSS 26			

Figure 2 illustrates that 81 respondents (67.5%) strongly agree that MSMEs implementing Strategic Management Accounting in their businesses, followed by 26 respondents (21.7%) who agree. Additionally, 10 respondents (8.3%) disagree, 2 respondents (1.7%) strongly disagree, and 1 respondent (0.8%) strongly disagrees [21].



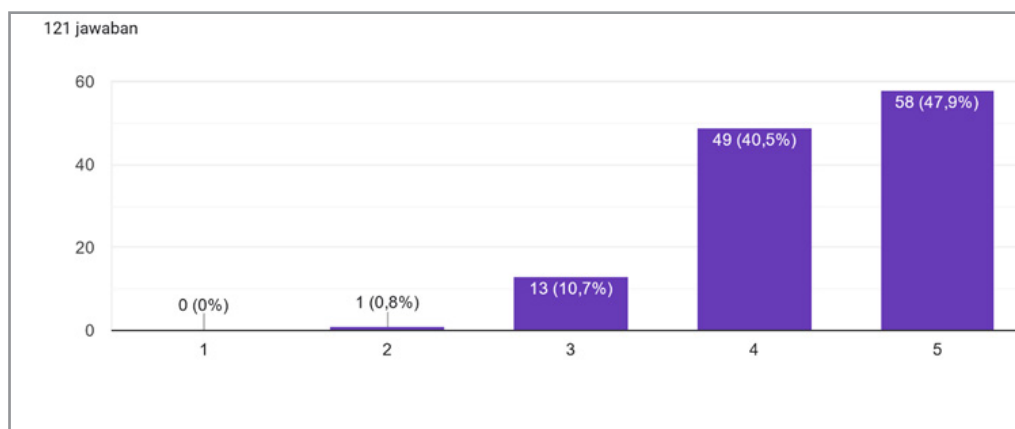
**Figure 2:** Percentage of MSMEs that have used Strategic Accounting Management in their business

Figure 3 shows that 64 respondents (53.3%) strongly agree that strategic accounting information aids SMEs in monitoring and controlling business performance. This is followed by 44 respondents (36.7%) who agree, 11 respondents (9.2%) who are neutral, and 1 respondent (0.8%) who strongly disagrees.



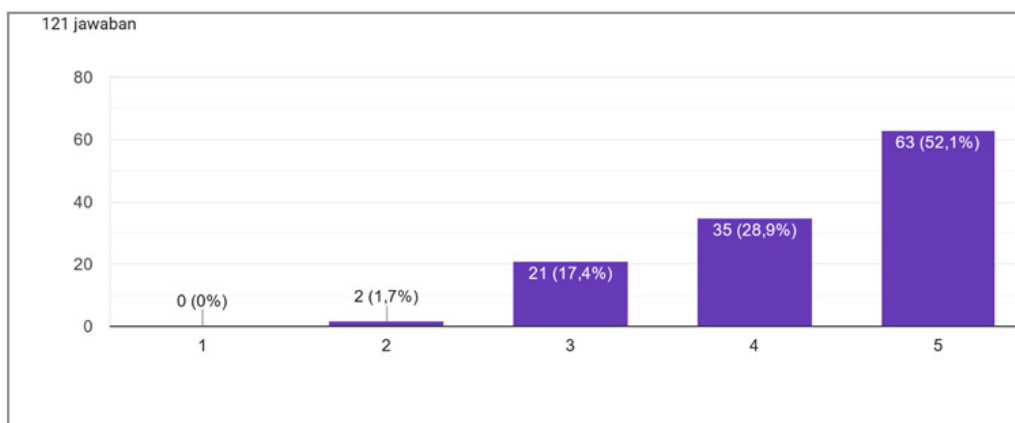
**Figure 3:** Percentage of Strategic Accounting Information can help SMEs in monitoring and controlling business performance.  
**Source:** Google Form Result & Excel Processing

Figure 4 indicates that 58 respondents (47.9%) strongly agree that the tasks assigned to employees align with their individual responsibilities. Additionally, 49 respondents (40.5%) agree, 13 respondents (10.7%) remain neutral, and 1 respondent (0.8%) disagrees [22].



**Figure 4:** Percentage of work assigned to employees and their respective responsibilities

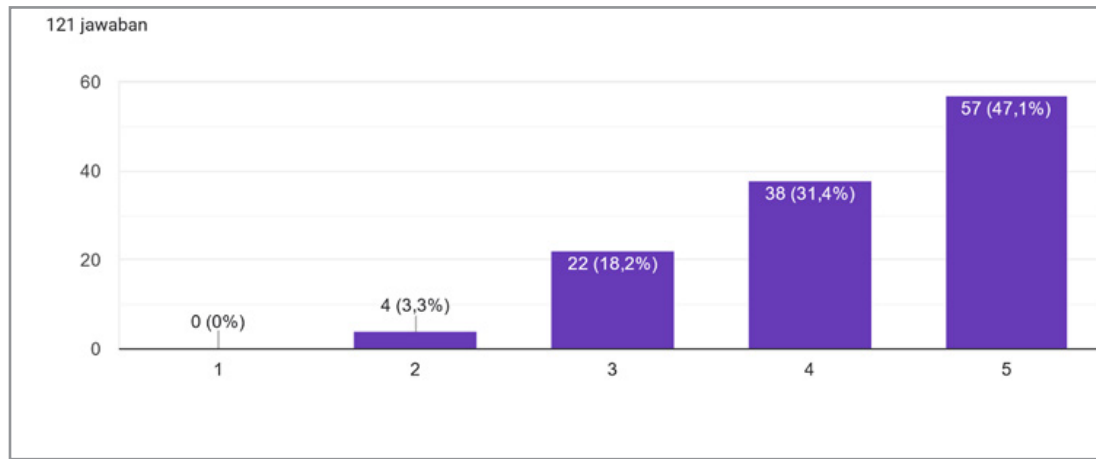
Figure 5 illustrates that 63 respondents (52.1%) strongly agree with the idea of innovating by creating entirely new products, followed by 35 respondents (28.9%) who agree, 21 respondents (17.4%) who are neutral, and 2 respondents (1.7%) who disagree.



**Figure 5:** Percentage of innovation by creating new products that have never existed before (Innovation in Business)

Figure 6 shows that 57 respondents (47.1%) strongly agree that the number of consumers has increased every month, followed by 38 respondents (31.4%) who agree, 22 respondents (18.2%) who are neutral, and 4 respondents (3.3%) who disagree.





**Figure 6:** Percentage of increasing number of consumers every month (Small and Medium Sized Enterprises)

### Hypothesis Results

The data collected underwent a Quality Test to assess the respondents' seriousness in answering the questions and to evaluate the situational factors at the time of the research. The tests conducted included the Validity Test using Pearson Correlation ( $<0.05$ ) and the Reliability Test using Cronbach's Alpha ( $>0.70$ ). All indicators for each variable's questions were found to be valid, as the significance values were all below 0.05, and each

variable was deemed reliable with Cronbach's Alpha values exceeding 0.70 [23].

This study employs multiple regression to test the hypotheses, using the coefficient of determination (adjusted  $R^2$ ), Model Feasibility Test (F-test), and Partial Test (t-test). Table 3 presents the results of the hypothesis testing.

**Table 2:** Hypothesis Results

Research Model: IU= a + b1.PU + b2.PU + b3.SI + b4.FC + b5.PT + B6.CI + e								
Variables	Prediction	Unstandard- ized Coeffi- cients		Beta	t	Sig.	Results	
		B	Std. Error				Sig / 2	Decision
(Constant)		3,501	2.183		1,603	.112		
Top Management Characteristics (X2)	+	-.118	.132	-.097	-.892	.374	.0187	H2 Accepted
Business Performance	+	.523	.151	.391	3.459	.001	.0005	H3 Rejected
Innovation In Business	+	.150	.143	.118	1,048	.297	.01485	H4 Accepted
Small and Medium Sized Enterprises (SMEs)	+	.286	.080	.347	3.602	.000	0.000	H5 Accepted
Adjusted R2	0.477							
F Test	26,171							
F Significance	0.001							
Dependent Variable: Intention to Use (Y)								
Source: Processed with SPSS 26								

The results in Table 3 indicate an adjusted  $R^2$  of 0.477, meaning that 47.7% of the variance in Strategic Management Accounting (SMA) implementation is explained by Top Management Characteristics, Business Performance, Innovation in Business, and SME status; the remaining 52.3% is attributable to factors outside this model. The overall model is significant (F-test  $p = 0.001$ ), confirming its suitability for our data [24].

Hypothesis 1 (H1): Perceived usefulness significantly and positively influences the intention to adopt SMA. The effect of perceived benefits ( $X_1$ ) on SMA is supported by a t-value of 3.501 ( $p = 0.012$ ), which is below the 0.05 threshold, and a positive beta coefficient. This aligns with prior research showing that integrating SMA into daily SME operations enhances efficiency

and effectiveness.

Hypothesis 2 (H2): Perceived ease of use of strategic accounting information facilitates financial management. The influence of perceived ease ( $X_2$ ) is confirmed by a t-value of 0.374 ( $p = 0.0187$ ) and a positive beta coefficient of 0.118, indicating that SMEs view SMA as a practical tool for simplifying their financial processes.

Hypothesis 3 (H3): Social influence on meeting company targets was not supported. The t-value for social influence ( $X_3$ ) failed to reach significance ( $p = 0.005 > 0.05$ ), suggesting that peer or stakeholder pressure does not directly drive SMA adoption in our sample.

Hypothesis 4 (H4): Innovative capacity is positively related to SMA implementation. Innovation in Business ( $X_4$ ) yielded a t-value of 0.297 ( $p = 0.005 < 0.05$ ) with a beta coefficient of 0.150, demonstrating that SMEs emphasizing new product development are more inclined to use strategic accounting techniques [25].

Hypothesis 5 (H5): SME status positively affects consumer growth and SMA use. The SME variable ( $X_5$ ) shows a highly significant t-value ( $t = 0.00$ ,  $p < 0.05$ ) and a beta of 0.286, indicating that formal SME classification correlates with monthly increases in consumer intention and encourages broader SMA adoption, often leading to workforce expansion.

Overall, three of the five hypotheses (H1, H2, H4, H5) were supported, underscoring the roles of perceived usefulness, ease of use, innovation culture, and SME status in promoting Strategic Management Accounting among Indonesian SMEs [26].

### Conclusion and Suggestions

This study investigates the impact of Strategic Management Accounting (SMA), Top Management Characteristics, Business Performance, Innovation in Business, and Small and Medium-sized Enterprises (SMEs) on MSMEs. Data for this research were collected through a questionnaire distributed via Google Forms, shared on social media, and sent to colleagues in the Jabodetabek area, resulting in 120 completed responses.

The findings suggest that factors such as SMA, Top Management Characteristics, Business Performance, Innovation in Business, and SME status influence the daily business operations and decision-making of MSME actors. These insights are valuable for business owners in the Jabodetabek area in enhancing their operations.

However, this study has several limitations. First, the use of questionnaires as the data collection method has inherent limitations, particularly in ensuring the honesty and sincerity of respondents. There is also the possibility of varied interpretations of questionnaire items, which could lead to response bias. Efforts were made to mitigate this by distributing the questionnaire within the MSME network to ensure that the intended respondents completed it, and by carefully filtering responses that did not meet the required criteria. Secondly, the study was dominated by respondents from the Food Business sector (44.2%), leading to an uneven representation from other industries.

To ensure the reliability and validity of research findings, it is recommended to repeat the study to confirm its statistical significance. Multiple repetitions, ideally three or more, would help reduce data errors and enhance the robustness of the results.

Given the limitations related to sample size and respondent diversity, further research could expand the scope to include a broader range of sectors and respondents. It would also be valuable to incorporate a mixed-methods approach, combining both qualitative and quantitative data, to provide a more thorough and comprehensive analysis. Future studies could integrate various theoretical perspectives, such as contingency theory, institutional theory, or decision-making theory, to broaden the understanding of SMA practices. Additionally, future research could

incorporate internal data, such as financial reports and operational data, along with external sources like market data, industry trends, and interviews with external stakeholders, to gain deeper insights into the factors influencing SMA implementation.

This study demonstrates that the implementation of Strategic Management Accounting (SMA) can significantly enhance the innovation culture within MSMEs in the Jabodetabek region. It provides business owners with valuable insights into how SMA can improve operational efficiency, facilitate better decision-making, and ensure the long-term sustainability of their businesses. The research contributes to the academic literature by shedding light on the connection between high school education and business innovation, particularly in the context of MSMEs in Indonesia—a topic that has been relatively under-explored. By improving the innovation capacity of MSMEs through SMA, this research indirectly fosters local economic growth, job creation, and strengthens the competitiveness of MSMEs both in domestic and international markets.

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