

# Strategic Management Accounting Techniques for Strategic Costing in Village- Owned Enterprises

*by Sriyono Sriyono*

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**TITLE – ENGLISH**

Strategic Management Accounting Techniques for Strategic Costing in Village-Owned Enterprises

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<p><b>ARTICLE INFO</b></p>	<p><b>ABSTRACT (STYLE)</b></p>
<p><b>Article history:</b></p> <p>Received XX November XXXX</p> <p>Accepted XX January XX</p>	<p><b>Purpose:</b> This study was conducted to find empirical evidence of a causal relationship between Strategy Type, Market Orientation, Organizational Size, and Strategic Costing SMA Technique of Village Owned Enterprises in Indonesia.</p> <p><b>Theoretical framework:</b> Information on management accounting strategies has a positive impact on company performance. BUMDes is one of the public agencies that must account toward the public for such performance.</p>
<p><b>Keywords:</b></p> <p>Deliberate Strategy, Market Orientation, Organization Size, Strategic Management Accounting</p> <div data-bbox="224 919 470 1123" style="text-align: center;"> </div>	<p><b>Design/methodology/approach:</b> A quantitative approach with questionnaire as a data collection tool was created. This study identify the endogenous variables such as SMA Strategic Costing Techniques of Village Owned Enterprises in Indonesia. Besides, the exogenous variables are Deliberate Strategy, Market Orientation, and Organizational Size.</p> <p><b>Findings:</b> The implementation of SMA Strategic Costing Techniques in Village-Owned Enterprises in Indonesia is influenced by the type of Deliberate Strategy and Market Orientation, while Organizational Size has no significant effect.</p> <p><b>Research, Practical &amp; Social implications:</b> This study provides empirical evidence that the SMA Strategic Costing Technique has been implemented in Village-Owned Enterprises in Indonesia. Implications for Practice, SMA Development in Village-Owned Enterprises in Indonesia that consider contingency factors (Deliberate Strategy, and Market Orientation). The results of this study indicate that there is support for the contingency theory.</p> <p><b>Originality/value:</b> These findings can be used as a reference for Village Owned Enterprise managers in the development and planning of SMA practices in order to promote the achievement of organizational goals and objectives.</p> <p>Doi: xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx</p>

**TITLE – PORTUGUESE (BRAZIL)**

Técnicas de Contabilidade de Gestão Estratégica para Custeio Estratégico em Empresas de Propriedade de Aldeias

RESUMO

**Objetivo:** Este estudo foi realizado para encontrar evidências empíricas da relação causal do Tipo de Estratégia, Orientação para o Mercado, Tamanho Organizacional e Técnicas de Contabilidade de Gestão Estratégica para Custeio Estratégico de Empresas de Propriedade de Aldeias na Indonésia.

**Referencial teórico:** Maelah et al., (2022) explicando que as informações sobre as estratégias de contabilidade gerencial têm um impacto positivo no desempenho da empresa. O BUMDes é um dos órgãos públicos que presta contas de sua atuação ao público.

**Desenho/metodologia/abordagem:** Este estudo utiliza uma abordagem quantitativa e um questionário como instrumento de coleta de dados. As variáveis utilizadas neste estudo são variáveis endógenas e exógenas. As variáveis endógenas são as Técnicas de Custeio Estratégico da SMA e o Desempenho das Empresas de Propriedade de Aldeias na Indonésia. As variáveis exógenas são Estratégia Deliberada, Orientação para o Mercado, Tamanho Organizacional..

**Resultados:** Tipo de Estratégia (Estratégia Deliberada), Orientação para o Mercado e Tamanho Organizacional tiveram um efeito significativo no desenvolvimento e implementação da Técnica de Custeio Estratégico SMA em Empresas de Propriedade de Aldeias na Indonésia.

**Pesquisa, implicações práticas e sociais:** Este estudo fornece evidências empíricas de que a Técnica de Custeio Estratégico da SMA foi desenvolvida e implementada em Empresas de Propriedade de Aldeias na Indonésia. Implicações para práticas de desenvolvimento de SMA em empresas de propriedade de vilarejos na Indonésia que consideram fatores de contingência (estratégia deliberada e orientação para o mercado).

**Originalidade/valor:** Os resultados deste estudo podem ser utilizados como referência para os gestores de Empreendimentos Próprios da Aldeia na elaboração e desenvolvimento de práticas de SMA para que possam estimular o alcance das metas e objetivos organizacionais.

**Palavras-chave:** Estratégia Deliberada, Orientação para o Mercado, Tamanho da Organização, Contabilidade de Gestão Estratégica

**TITLE – SPANISH**

Técnicas de Contabilidad de Gestión Estratégica para el Costeo Estratégico en  
Empresas Propiedad de Pueblos

**RESUMEN**

**Propósito:** Este estudio se llevó a cabo para encontrar evidencia empírica de la relación causal del tipo de estrategia, la orientación al mercado, el tamaño de la organización y las técnicas de contabilidad de gestión estratégica para el cálculo de costos estratégicos de las empresas propiedad de las aldeas en Indonesia.

**Metodología:** Este estudio utiliza un enfoque cuantitativo y un cuestionario como herramienta de recopilación de datos. Las variables utilizadas en este estudio son variables endógenas y exógenas. Las variables endógenas son las Técnicas de Costeo Estratégico de SMA y el Desempeño de las Empresas Propiedad de la Aldea en Indonesia. Las variables exógenas son la estrategia deliberada, la orientación al mercado y el tamaño de la organización..

**Conclusiones:** el tipo de estrategia (estrategia deliberada), la orientación al mercado y el tamaño de la organización tuvieron un efecto significativo en el desarrollo y la implementación de la técnica de cálculo de costos estratégicos de SMA en empresas propiedad de aldeas en Indonesia.

**Implicaciones de la Investigación:** este estudio proporciona evidencia empírica de que la técnica de cálculo de costos estratégicos de SMA se ha desarrollado e implementado en empresas propiedad de aldeas en Indonesia. Implicaciones para las prácticas de desarrollo de SMA en empresas propiedad de aldeas en Indonesia que consideran factores de contingencia (estrategia deliberada y orientación al mercado).

**Palabras clave:** Estrategia deliberada, Orientación al mercado, Tamaño de la organización, Contabilidad de gestión estratégica

## 1. Introduction

The village fund program enables the government to play a role in improving the welfare of rural communities. The funds received by the village will be used to improve welfare by utilizing and developing existing resources. Because the village apparatus cannot achieve these goals on its own, the village creates a business entity known as the Village Owned Enterprise (BUMDes). The BUMDes are in charge of managing assets, investing in productive assets, and providing services. The development and processing of BUMDes demand a good management strategy. According to Lestari et al. (2020), management strategy is something that must be done to determine short-, medium-, and long-term planning. The planning undertaken aims to achieve objectives following the AD/ART owned by BUMDes. Sriyono et al., (2021) explained that effective BUMDes management can be carried out if management uses an external analysis strategy approach. BUMDes faces a significant and difficult challenge as a result of the business world's competitive environment. BUMDes' business units currently compete with those that are already in the market or will enter the market first. Business units that are owned by BUMDes are office equipment rental such as buildings or fields and financing such as savings and loans, photocopies, etc. Business units are usually adjusted to the resources in the village. The income from each business unit is a source of original village opinion (PADes) that can be reused for the development and improvement of the welfare of the village community.

Accelerated competition, effective, and efficient resource management are challenges and opportunities that BUMDes face in the field. One of the critical steps that must be taken from the start is the selection, preparation, and implementation of a business strategy. The management accounting strategy, which is implemented at the start of the period, will provide financial and non-financial information. Maelah et al., (2022)

explain that information on management accounting strategies has a positive impact on company performance. BUMDes is one of the public agencies that must account to the public for its performance. Balabonienė & Večerskienė (2015) explains that the performance measurement of public sector organizations is measured by using a strategic plan to assess quantitative achievements following the goals and tasks that have been prepared. Measuring the performance of BUMDes is a must-do considering the initial purpose of the establishment of BUMDes. The measurement of the performance of public organizations regularly has a positive impact on the organization. (Murti et al., 2021).

This research provides a different point of view on the application of *strategic accounting management* (SMA). The application of SMA is mostly carried out in private companies (*private sector*) but in public sector organizations, it is still rarely found, especially in BUMDes. Differences in characteristics, market orientation, organizational size, ownership model, management hierarchy, company culture, information systems, surrounding community culture, leadership style, etc. are factors that need to be considered in the application of SMA. The application of SMA does not have absolute rules or designs as a reference. This study was conducted <sup>1</sup> to find empirical evidence of the relationship between Deliberate Strategy, Market Orientation, Organizational Size, and SMA - Strategic Costing of Village Owned Enterprises in Indonesia.

## 2. Literature Review

### <sup>1</sup> 2.1 Contingency Theory

Contingency theory is an approach to organizational behavior that explains how contingent factors affect the design and functioning of organizations. The basic assumption in <sup>1</sup> contingency theory is that there is no best and most effective way to manage the organization, so in managing the organization other aspects such as the environment and technology (Galbraith, 1973). Management, leadership, or decision-



making styles that are effective in one situation may not work in another. <sup>1</sup> Contingency theory is based on the idea that organizational management can run smoothly and well if organizational leaders can pay attention to and solve specific situations that arise, and each situation must be examined independently (Wusanto, 2003). The essence of contingency theory is that "there is no one best way that can be used in all environmental circumstances" (Gudono, 2014). There are no general principles that apply to all situations, so it is necessary to conduct a separate analysis of each situation faced by the organization.

## 2.2 Strategic Management Accounting

According to Simmonds (1981), SMA is concerned with providing business and competitor data, which will be used to develop and monitor business strategies. Several studies from Roslender & Hart, (2003) and Bromwich (1990) consider SMA as providing and analyzing financial information relating to the company's product market, cost structure, and costs of competitors, and monitoring the company's strategy and the strategy of its competitors over several periods. Dixon & Smith (1993) shows SMA as providing and analyzing information related to the company's internal activities, current, and future competitors, and market trends, to assist in the strategy evaluation process. Kawada & Johnson (1993) defines SMA as the alignment of accounting tools with management plans to improve organizational effectiveness in a constantly changing external business environment. SMA is a general approach to accounting in organizational strategy, which integrates management and marketing accounting within the framework of strategic management (Roslender & Hart, 2003). Simon & Guilding (2008b) conclude that SMA can be understood as a strategically oriented accounting approach, and as an accountant's involvement in the strategic decision-making process of



organizations. SMA can be defined as a development in management accounting that collaborates and provides strategic information to strategic management, marketing, and other managerial functions. SMA places more emphasis on (1) external orientation, namely focusing on customers, actual and potential competitors, and the market in general; (2) orientation to internal resources and organizational capabilities (intellectual capital); (3) forward orientation to create and achieve competitive advantage and improve organizational performance; and (4) financial and non-financial measurement. To achieve this goal, SMA is concerned with management accountants' participation in managerial functions and strategic decision-making processes, as well as the use of strategic management accounting practices.

Lyudmila & Emil (2022) find As a form of corporate accountability, accurate information owned by the company is used to carry out supervision, assessment, and recording of business activities. This data serves as the foundation for implementing SMA. Nguyen & Nguyen (2021) researched consumer goods companies and obtained six factors that influence the implementation of SMA such as market, business strategy, technology, corporate culture, management accountant qualifications, and management decentralization. The most important factor in SMA implementation is technology. Akhmetzianov & Sokolov (2020) apply SMA as a basis for assessing product life cycle accounting, target costing, absorption costing, and direct costs. Vu et al. (2022) researched the application of SMA in logistics companies. The implementation of SMA is influenced by the size of the company, organizational structure, technological advances, the cost of implementing SMA, and company strategy. The application of this SMA has a positive impact both financially and non-financially. Research conducted by Honggowati et al. (2019) explained that SMA disclosure will have a positive and significant impact on the company's ownership structure, size, and profitability. The use

of SMA as a tool will greatly assist companies, particularly manufacturing companies, in surviving and developing, especially in today's highly competitive business world (Ojua, 2016).

### **2.3 Village Funding and BUMDes**

The Village Fund is derived from the State Revenue and Expenditure Budget (APBN) and is used to finance government administration, development implementation, community development, and community empowerment in the Village through the transfer of the Regency/City Area (Kemenkumham, 2014). The allocation of the Village Fund is determined by the number of Villages in a province which is proportional to the number of residents in a Regency/City. Village Fund Management is managed by establishing a Business Entity called the Village Owned Enterprise (BUMDes) which is regulated in PP No. 11 of 2021. BUMDes is a legal entity established by the Village to manage businesses, utilize assets, develop investments, provide services, and/or provide other types of businesses whose outcomes benefit the Village community (Kemenkumham, 2021).

Research conducted by Pradnyani (2019) and Darwita & Redana (2018) explained that the formation of BUMDes helped reduce unemployment in the village and provided an increase in community welfare by establishing business units such as savings and loans businesses, waste services, money changers, and trade. Hailudin (2021) explained that BUMDes-fostered business actors have not evenly received an increase in income and additional assets because the BUMDes business unit in the form of savings and loans has not been adequate and the managerial capacity of BUMDes human resources has not been adequate. BUMDes adds a new color to the community of young entrepreneurs who are committed to developing the village economy by caring about the village's development

into an independent village for the development of original village autonomy (Nisaa & Hidayati, 2022).

This research is based on the Contingency Theory. Based on contingency theory the development of organizational structure needs to consider organizational environmental factors (Anderson & Lanen, 1999). Q. N. Nguyen et al. (2020), found the effectiveness of management information systems related to organizational characteristics. Therefore, the development of systems and organizational structures must consider the nature and characteristics of the organization. According to Otley (1980), the basic concept in contingency theory is that there is no effective organizational concept or design that can be applied universally to organizations. SMA development in public sector organizations can be done by adopting and developing SMA that has been applied to private sector organizations (profit orientation) (Hutaibat, 2018). In contingency theory, no one best way can be applied to all environmental conditions (Gudono, 2014). Based on the Contingency Theory, the effectiveness of organizational management can be achieved if the manager can observe and solve every situation that is being faced and must be analyzed individually (Wusanto, 2003).

## 2.4 Hypothesis Development

### 2.4.1 The relationship between Deliberate Strategy and strategic management accounting (SMA)

Managers can use SMA information in developing organizational strategic plans to anticipate environmental changes (Mia & Clarke, 1999). Fauzi & Idris (2010) found that a company's strategic behavior, formalization, decentralization, and specialization can improve company performance moderated by corporate social performance. The strategic alignment of the company's Business-Government Relations strategy and its

Business-Government Relations structure results in improved Business-Government Relations performance (Meznar & Johnson, 2016). According to Cinquini et al. (2007), the development of strategic management accounting techniques is influenced by organizational strategic contingency factors. Hyvönen (2008) found a significant relationship between performance and customer-focused strategy interactions, and performance measures a contemporary and modern information technology. Simon & Guilding (2008) show that organizational size and strategy have a significant effect on the success of implementing strategic management accounting in companies in Slovenia. Some research results also show that organizational strategy affects the development and design of organizational systems (Chenhall et al. (2011); Jamil & Mohamed (2013)).

H1: The Deliberate Strategy has a positive effect on the Strategic Costing Technique of SMA in Village-Owned Enterprises in Indonesia.

#### 2.4.2 Relationship between <sup>1</sup>Market Orientation and SMA Strategic Costing Techniques

<sup>1</sup>Market orientation is a management activity to maintain the market and respond to changes in the company's environment (Varadarajan & Jayachandran, 1999). Market-oriented organizations <sup>1</sup>will focus on external market needs, and business unit strategies will focus on market demands (Slater & Narver, 1995). Management is critical to the organization's continued existence. Maintaining the viability of the organization is an important focus for Management. Good understanding of customer needs such as the characteristics, features, and benefits they need. Market orientation relates to how management can understand and create value for customers (Jaworski & Kohli, 1993). The organization's strategy will be determined by an understanding of the product/service

attributes required by the customer. Management accounting practices are required for the implementation of organizational strategy.

In creating value for customers through providing product attributes that match customer needs, management accountants have a very important role. Some research results on the role of organizational market orientation. Sriyono (2020) found that market orientation affects the Strategic Costing SMA Technique of public sector organizations in Indonesia. College management accounting practices are influenced by the organization's market orientation (Haldma & Lääts, 2002). Based on the literature above we determined the hypothesis as follows:

H<sub>2</sub>: Market orientation has a positive effect on SMA Strategic Costing Techniques in Village-Owned Enterprises in Indonesia.

### **2.4.3 The Relationship between Organizational Size and SMA Strategic Costing Techniques**

Organizational size refers to the organization's size as measured by the number of members. Organizational size is a variable that influences management accounting practices. According to the findings of Fowzia's research on manufacturing companies in Bangladesh, different SMA techniques are used in different size industries (Fowzia, 2011). Organizational size is an important variable that affects the characteristics of the organizational structure (Robbins & Coulter, 2012). Organizational size refers to the organization's size as measured by the number of members. Simon and Guilding discovered that the size of the organization has an impact on the success of SMA implementation in large Slovenian companies (Simon & Guilding, 2008). The complexity of an organization is affected by the number of members or its size. Formalization and centralization are also influenced by organizational size. The larger the organization, the

more formalized it is, and the larger the organization, the less centralized it is. At UK universities, the development of strategic management structures and techniques takes into account a variety of factors that influence university academic life (Buckland, 2009). SMA development in public sector organizations, such as Village-Owned Enterprises in Indonesia can be developed by adopting SMA business organizations by adjusting the nature and characteristics of the organization (Hutaibat, 2018). Based on the literature above we determined the hypothesis as follows:

H<sub>3</sub>: Organizational size has a positive effect on SMA Strategic Costing Techniques in Village-Owned Enterprises in Indonesia.

### 3. Methodology

This study uses a quantitative approach and a questionnaire as a data collection tool. The variables used in this study are endogenous and exogenous. The endogenous variables are SMA Strategic Costing Techniques of Village Owned Enterprises in Indonesia. Exogenous variables are Deliberate Strategy, Market Orientation, and Organizational Size. Apuke (2017) explained that the research using a quantitative approach was carried out to test and analyze the cause and effect obtained from the selected hypothesis. The object of this research is Village Owned Enterprises in Indonesia. The sampling technique in this study used the saturated sampling method (Sugiono, 2010). Respondents in this study were administrators (managers) of Village-Owned Enterprises in Indonesia. Managers (managers) are considered to have a sufficient understanding of the strategy and management of Village Owned Enterprises.



### 3.1 Operational Definition and Measurement of Variables

SMA is an accounting technique that is oriented towards organizational strategy and the involvement of accountants in the strategic decision-making process of an organization. The SMA Strategic costing technique measurement uses five indicators, namely: (1) The tariff setting system can provide an overview of the superior characteristics of products or services that are the advantages of BUMDES; (2) The determination of the cost of products or services offered by BUMDes has taken into account all cost components that must be incurred; (3) BUMDes management performs the breakdown and control of costs to produce products or services; (4) The determination of the selling price of the product or service has been based on the estimated cost and estimated profit that does not burden the customer; and (5) Determination of the selling price of the product or service based on the quality of the product or service provided (Simon & Guilding, 2008). Measurement of the SMA Strategic Costing Technique is carried out using five Likert scales, namely (1) Never, (2) Rarely, (3) Sometimes, (4) Never, and (5) Always. Deliberate Strategy is a strategy offered by managers as a plan to respond to external challenges (Haberberg & Rieple, 2008). Deliberate Strategy is measured using an instrument from (Mintzberg & Waters, 1985) namely: (1) Strategic decision makers usually think about strategic actions in the future; (2) the planned strategy (strategic intentions) has a small deviation in implementation; and (3) strategic action is always developed based on the shortcomings of the planned strategy. The measurement of the Deliberate Strategy was carried out using five Likert scales, namely (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly agree.

Market orientation is defined as the most effective and efficient organizational culture for developing behaviors that produce the best results for customers while also producing superior results for the organization (Slater & Narver, 1995). The measurement



of the market orientation variable in this study was carried out using three dimensions, namely: (1) Customer orientation, this dimension is related to understanding customers to create superior value sustainably. (2) Competitor orientation, this dimension relates to an understanding of competitors' strengths, weaknesses, capabilities, and strategies. (3) Coordination between functions, this dimension relates to cross-functional coordination in the context of utilizing organizational resources to create superior value for target customers. Achieving excellence in competition is done by determining **the needs and wants of the market and providing** better **satisfaction** than its competitors (Kotler & Keller, 2012). In this study, the measurement of the Market Orientation variable was carried out using five Likert scales, **namely (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly agree**. The size of the organization is the size of the organization as seen from the number of members of the organization (Robbins & Coulter, 2012). The size of the organization in this study was measured by the number of employees.

**Table 1: Variable Measurement**

<b>Variable (Dimension)</b>	<b>Indicators</b>	<b>References</b>
1. Practice SMA <i>Strategic costing</i>	5 Indicators	- Simon & Guilding (2008) - Guilding & McManus (2002)
2. Strategy type ( <i>Deliberate Strategy</i> )	3 Indicators	- Mintzberg & Waters (1985)
3. Market <i>Orientation</i> (Customer Orientation, Competitor Orientation, and Function Coordination)	7 Indicators	- Slater & Narver (1995) - Mintzberg & Waters (1985)
4. Organization Size	Number of Employees	- Robbins & Coulter (2012)

### <sup>1</sup> 3.2 Data Analysis Technique

The data analysis technique used to test the research hypothesis was Warp Partial Least Squares - SEM (WarpPLS-SEM) (Latan and Ghozali 2012; Sholihin and Ratmono 2013; Hair, Hult et al. 2014). (Ghozalo & Latan, 2012); (Henseler et al., 2014).

## 4. Result and Discussion

This study uses 51 questionnaires from Indonesian Village-Owned Enterprises. Respondents in the study were the management/managers of Village-Owned Enterprises, with this data providing confidence that the information and information submitted was quite good and could be accounted for.

### 4.1 Analysis of the Measurement Model or Outer Model

The measurement model results show that all indicators used to measure the construct variables in this study have a loading factor value above 0.5 and a significance level of p-value <0.05. This result means that all indicators used in this study are valid so that all indicators can explain their construct variables. The correlation value between the same construct is higher than the correlation value between different constructs. This result means that the instruments used in this study have a good level of discriminant validity. The value of composite reliability coefficients and Cronbach's alpha coefficients on the reliability test of the construct is above 0.7. These results can be concluded that the instrument used in this study has a fairly good level of accuracy, consistency, and accuracy

### 4.2 Structural Model Analysis (Inner Model).

The structural model (inner model) was tested after testing the validity and reliability of the research instrument (each construct) with the outer model (confirmatory factor analysis). The causal relationship model of Deliberate Strategy, Market Orientation, Organizational Size, and SMA Strategic Costing Techniques was

tested using structural model testing (inner model). The average response data of BUM Desa leaders/managers in Indonesia was used for structural model testing (inner model).

The results of the suitability test (model fit indices) structural model (inner model) causal relationship variables Deliberate Strategy, Market Orientation, Organizational Size, and SMA Strategic Costing Techniques at BUM Desa in Indonesia can be seen in Table 2. The average path coefficient (APC) is 0.337 with a significance level of p value of 0.002 (smaller than 0.001), and the magnitude of the average R-squared (ARS) of 0.840 with a significance level of p-value less than 0.001, and the average variance inflation factor (AVIF) of 1.907 (smaller than 5.00). These results can be concluded that the structural model of the relationship between variables in this study is quite good (fit), meaning that the structural model can be used for the analysis of the relationship between constructs and hypothesis testing.

**Table 2: Evaluation of Fit Indices Model Models**

Number	Indicator	Output		Criteria	Model Evaluation
		Result	P Value		
1	Average path coefficient (APC)	0,337	P=0.002	p-value < 0,05	Good
2	Average R-squared (ARS)	0,840	P<0.001	p-value < 0,05	Good
3	Average variance inflation factor (AVIF)	1,907		< 5,00	Good

#### 4.2 Structural Model Evaluation

The results of the evaluation of the structural model of the Deliberate Strategy construct, Market Orientation, Organizational Size, and Strategic Costing SMA Techniques in Village-Owned Enterprises in Indonesia (Table 3). The value of the coefficient of determination (R-squared) of the SMA-Strategic Costing structural model is 0.583. This result means that 58.3% of SMA-Strategic Costing Techniques are influenced by Deliberate Strategy, Market Orientation, and Organizational Size variables, while the remaining 41.7% are influenced by other variables outside this research model. The magnitude of the Q-squared coefficient is 0.574 (above 0), this result can be concluded that the latent predictor variable (exogenous) has predictive relevance to endogenous variables in the structural model.

**Table 3 Results of R-squared and Q-squared Structural Model Constructs**

Number	Construct	R-squared	Q-squared
		Coefficients*	Coefficients**

1	SMA - Strategic Costing	0,583	0,574
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\* The higher the R-squared value, the better the model.

\*\* Q-squared value must be greater than zero.

### 4.3 Hypothesis Testing

Figure 1 presents the findings of the causal relationship test for Deliberate Strategy (ST), Market Orientation (MO), Organizational Size (OS), and SMA Strategic Costing (S Cost) Village Techniques in Indonesia.

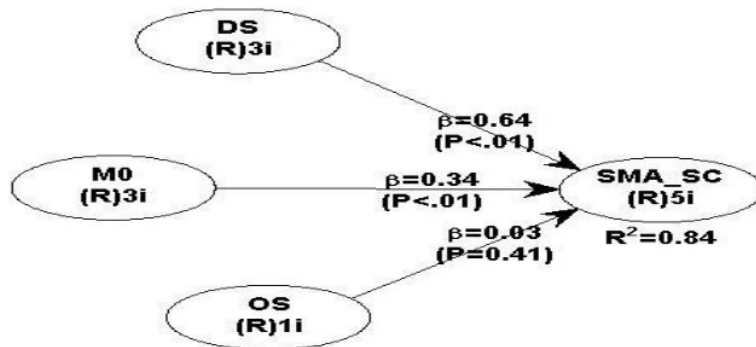


Figure 1: Results of the Test of Causal Deliberate Strategy (DS), Market Orientation (MO), Organizational Size (OS), and SMA Strategic Costing Techniques (SMA\_SC)

The magnitude of significance level of the results of testing hypothesis 1 (H1) p-value is less than 0.001 (smaller than 0.05) and the magnitude of the path coefficients is 0.442 (Table 4). These findings suggest that the Deliberate Strategy has a statistically significant effect on SMA Strategic Costing Techniques in Indonesian Village-Owned Enterprises. The positive coefficient indicates that the application of the SMA Strategic Costing Technique is affected by the implementation of the Deliberate Strategy in Village-Owned Enterprises in Indonesia. These findings suggest that during the

implementation of the SMA Strategic Costing Technique, managers (strategic decision makers) considered future strategic actions. Similarly, strategy implementation (work programs and budgets) has been well planned, with a low deviation rate. Strategic planning is always developed in response to the shortcomings of the planned strategy. These results indicate that the Deliberate Strategy is one of the factors considered in developing and implementing the SMA Strategic Costing Technique in Village-Owned Enterprises in Indonesia. The results of this study are consistent with the results of previous studies (Chong & Chong, 1997), (Abernethy & Guthrie, 1994), (Cinquini et al., 2007), (Simon & Guilding, 2008), (Chenhall et al., 2011), (Jamil & Mohamed, 2013), and (Beuren & Oro, 2014) which is found the influence of the type of strategy on the development of organizational structures and systems.

The magnitude of significance level of the results of testing hypothesis 2 (H2) obtained a p-value of 0.004 (smaller than 0.05) and the magnitude of the path coefficients 0.238 (Table 4). This result means that market orientation has a statistically significant effect on SMA Strategic Costing Techniques in Village-Owned Enterprises in Indonesia (Hypothesis 2 is supported). These results indicate that in village-owned enterprises in Indonesia, market orientation is one of the factors considered in the development and implementation of the SMA Strategic Costing Technique. The higher the management's attention to customers, competitors, and coordination between functions, the more it encourages the development and implementation of SMA Strategic Costing Techniques in Village-Owned Enterprises in Indonesia.

The higher the commitment of village-owned enterprises to service and customer complaints, and the faster they respond to consumer needs, the more they encourage the implementation of the SMA Strategic Costing Technique. The higher the manager's anticipation of the competitor's actions and strategies, the more it will encourage the

implementation of the SMA Strategic Costing Technique. <sup>1</sup> Good understanding of customers to create superior value sustainably so that the existence of the organization can be guaranteed. <sup>1</sup> The results of this study support several previous research results (Mia & Clarke, 1999); (Guilding & McManus, 2002); (Haldma & Lääts, 2002); (Roslender & Hart, 2003); (Cinquini et al., 2007); (Hyvönen, 2008); <sup>1</sup> (Noordin et al., 2009); (Phornlaphatrachakorn & Na-Kalasinthu, 2020); and (Sriyono, 2020) that organizational market orientation <sup>1</sup> is one of the factors considered in the development and implementation of SMA.

The magnitude of significance level of the results of testing hypothesis 3 (H3) obtained a <sup>1</sup> p-value of 0.288 (greater than 0.05) and the magnitude of the path coefficients 0.030 (Table 4). These results indicate that statistically, Organizational Size has no significant effect on SMA Strategic Costing Techniques in Village-Owned Enterprises in Indonesia. The number of employees owned by Village-Owned Enterprises is not one of the factors considered by managers in the <sup>1</sup> implementation of the SMA Strategic Costing Technique. The results of this study do not support the results of the study Robbins & Coulter (2012) and Simon & Guilding (2008).

**Table 4: Testing Result Relationship Between Variables**

Hypothesis	Relationship Between Variables	Path coefficients	P values	Conclusion
H1	Strategy Type → SMA-Strategic Costing Technique	0,442	<0.001	H1 Significant
H2	Market Orientation → SMA-Strategic Costing Technique	0,238	0.004	H2 Significant



H3	Organization Size → SMA- <i>Strategic Costing</i> Technique	0.030	0,288	H3	Not Significant
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### 5. Conclusion

Based on <sup>1</sup> the results of the analysis, it can be concluded that the type of Strategy Deliberate Strategy and Market Orientation have a significant effect on the SMA Strategic Costing Technique in Village-Owned Enterprises in Indonesia, while Organizational Size has no significant effect. Implications for theory, this research provides <sup>1</sup> evidence that SMA Strategic Costing Techniques have been implemented in Village Owned Enterprises. The implication in practice is that SMA development in Village-Owned Enterprises in Indonesia considers contingency factors (Deliberate Strategy, and Market Orientation). research results support the contingency theory.

# Strategic Management Accounting Techniques for Strategic Costing in Village-Owned Enterprises

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