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FACTORS INFLUENCING THE SME'S PERFORMANCE

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ABSTRACT

The aim of this research is to examine the influence of organizational culture, information accounting management, innovation capability, and SME's performance in Tangerang Selatan. Additionally, it analyzes the nonlinear relationship between the variables of organizational culture, information accounting management, innovation capability, and SME's performance. The research utilizes the Structural Equation Modeling (SEM) method of analysis. The study period is 2023, and a total of 14,356 observation data were processed. The author found that organizational culture has an influence on information accounting management, information accounting management has an influence on SME's performance, organizational culture has an influence on SME's performance, organizational culture has an influence on innovation capabilities, information accounting management does not have an influence on innovation capabilities, and innovation capabilities have an influence on SME's performance. This study provides insights to policy regulators and policymakers, specifically the Ministry of Cooperatives and SMEs, to enhance the performance of SMEs in Tangerang Selatan, considering the ongoing regulatory reforms in Indonesia. The study can be regarded as an advanced research that explores the relationship between organizational culture, information accounting management, innovation capability, and SME's performance as supporting factors for national economic growth. Furthermore, it expands existing studies by considering SMEs operating in Indonesia.

Keywords: *Audit Delay, Profitability, KAP Reputation, Size of Audit Committee, Pandemic.*

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INTRODUCTION

Indonesia has transformed from a planned economy to a market-based economy (Yuliansyah *et al.,* 2019). Like many developing countries in Asia, Indonesia has undergone significant economic shifts while experiencing high economic growth rates (Hendry & Ardini, 2022). The country's gross domestic product (GDP) reached 21,037.9 trillion in 2023 (BPS, 2022). Over the years, Indonesia has consistently been ranked as one of the best investment locations in Asia (Herlinawati *et al.,* 2019). Small and Medium Enterprises (SMEs) in Indonesia contribute 98% of the total businesses and account for up to 40% of the national GDP and 50% of total employment (BPS, 2022). Achieving optimal performance is crucial for businesses. Organizational performance can be assessed through financial and non-financial indicators (Gunawan *et al.,* 2020). In their innovation strategies, businesses have involved external parties to enhance their internal capabilities (Maemunah *et al.,* 2018). Innovation can be defined as an organization's ability to leverage all its resources to create new capabilities and value (Martins, 2023). Successful innovation within an organization results in the creation of something new that adds value to the organization (Lien & Jiang, 2017). The concept of innovation within an organization is also influenced by its organizational culture (Baird *et al.,* 2018). The collaboration between organizational culture and management accounting information supports the implementation of open innovation in achieving optimal organizational performance (Le *et al.,* 2020).

Organizational performance is the true measure of organizational strategy success. A strategy is considered successful if it is implemented correctly and in line with carefully planned objectives. Conversely, even well-planned strategies can be deemed failures if they are not effectively translated into actionable steps. Previous literature and research have identified several factors that influence organizational performance, including organizational culture, management accounting information, and innovation capabilities (Le *et al.,* 2020; V. T. Nguyen & Pham, 2017). It is well-established in the literature and previous studies that there are factors influencing the performance of small and medium enterprises (SMEs). One of these factors is organizational culture (Le *et al.,* 2020). Organizational culture is also extensively discussed in prior research regarding its influence on strategy implementation. Studies conducted by Martínez-Costa *et al.* (2019) and Nam & Bao Tram (2021) have shown that organizational culture has an impact on organizational performance. In fact, organizational culture is a critical factor in determining the success or failure of an organization (Le *et al.,* 2020).

Astuti *et al.* (2020) and Ramli (2020) conducted research on the determinants of organizational performance in small and medium enterprises (SMEs) in Indonesia, which yielded different results compared to other studies. Their research showed that organizational culture is not a significant factor influencing organizational performance in SMEs in Indonesia. On the other hand, management accounting information plays a crucial role in enhancing overall organizational performance (Huynh, 2019). The function of management accounting systems is to support managerial planning, control, and decision-making processes (Phan, 2019). If the management accounting system fails to process and provide sufficient information for managerial decision-

making needs, decision errors are likely to occur (Sivarajah *et al.,* 2017). Conversely, improving the use of management accounting information is more likely to enhance organizational performance (Baird *et al.,* 2018; Huynh, 2019; Keeling *et al.,* 2021). The relationship between the use of management accounting information and organizational performance has been extensively studied, although the results are sometimes inconsistent (Thanh Nhon *et al.,* 2020). Some studies have found a positive influence between the use of management accounting information and organizational performance (Phan, 2019; Y. T. Tran & Nguyen, 2020; Tuan Luu, 2017). However, other studies have found no significant relationship between the use of management accounting information and organizational performance (Ismail *et al.,* 2018; Keeling *et al.,* 2021; Le *et al.,* 2020; Liem & Hien, 2020; Martínez-Costa *et al.,* 2019). Furthermore, another factor mentioned in the literature and previous research also indicates that innovation capability has an influence on organizational performance (Nam & Bao Tram, 2021; Ngo *et al.,* 2019; N. P. Nguyen, 2018). Innovation capability is a fundamental aspect of effective organizational performance. It is necessary for companies to sustain themselves in rapidly changing environments and, therefore, is a key driver of long-term business success (V. T. Nguyen & Pham, 2017; Nhon *et al.,* 2020; Phan, 2019). The positive impact of innovation capacity on *sme's performance* has been supported by numerous theoretical and empirical studies (Le *et al.,* 2020).

According to the Resource-Based View of the firm (Chenhall & Moers, 2007), innovation capability is a socially complex and imperfectly imitable capability that generates competitive advantage and better performance (Alshumrani *et al.,* 2018; Baird *et al.,* 2018). Additionally, most empirical studies provide evidence that the relationship between innovation capability and performance is positive (Anh & Thong, 2020; Ngo *et al.,* 2019; Y. T. Tran & Nguyen, 2020). The underlying rationale is that innovation capability enables organizational staff to implement new ways of producing products or services (Huynh, 2019). Such behavior provides a basis for the survival and success of the company in the future (Huynh, 2019). However, some other studies have shown different results. According to the research findings of Astuti *et al.* (2020) and Ramli (2020), who studied the factors determining organizational performance in Indonesia, innovation capability also does not have a significant influence on organizational performance.

Research on SME's performance has been previously conducted. Earlier studies examined the influence of management cultural orientation, innovation capability, and management accounting information on *sme's performance*. However, the researcher of this study utilized a different research model and found contrasting results from previous researchers, making the findings of this research state-of-the-art. Therefore, this study is crucial to understand the reasons for the lack of influence of management accounting information on innovation capability in Tangerang Selatan. The aim of this research is to identify and analyze the influence of organizational culture, information accounting management, innovation capabilities, and SME's performance. This study will contribute to both theoretical and practical realms and provide knowledge on the determinants of financial and non-financial performance in SMEs in Tangerang Selatan.

LITERATUR REVIEW

Resourced Based View Theory

The Resource Based View (RBV) theory emerged in the early 1980s as a critique of the dominant strategy theory at that time, which focused on external environmental conditions. The prevailing strategy theory assumed that competitive advantage could be achieved through adaptation to ever-changing environmental conditions. However, scholars such as Jay Barney, Birger Wernerfelt, and Gary Hamel argued that this strategy theory was not entirely accurate because sustained competitive advantage and superior performance were not solely dependent on external environmental factors but also on a firm's unique resources and capability. In 1984, Jay Barney developed the RBV theory in an article titled "Firm Resources and Sustained Competitive Advantage" published in the Journal of Management. In this article, Barney emphasized the

importance of unique resources and capability in creating competitive advantage and superior performance.

The RBV theory posits that a firm's resources tangible and intangible assets such as physical, financial, human, and intellectual resources and its capability organizational and managerial skills, routines, and processes are the primary drivers of sustained competitive advantage. These resources and capability are considered unique if they are valuable, rare, inimitable, and non-substitutable (VRIN criteria). When a firm possesses such resources and capability, it can create a competitive advantage that is difficult for competitors to replicate, leading to superior performance. The RBV theory shifted the focus of strategic management from external environmental factors to internal resources and capability as the key determinants of a firm's competitive advantage. It highlights the need for firms to identify, develop, and leverage their unique resources and capability to achieve longterm success in a dynamic and competitive business environment.

Organizational Culture

According to Deogaonkar & Nanoty (2023), organizational culture is a set of assumptions constructed, institutionalized, and disseminated by the members of an organization that underlies its functioning. According to Sewell *et al.* (2023), organizational culture is a collection of values, beliefs, norms, and behaviors that collectively shape the way of life and work within an organization. According to Salwender *et al.* (2023), organizational culture is a combination of values, norms, and behaviors embraced by the members of an organization. According to Kiaos (2023), organizational culture is a combination of values, beliefs, and practices that form the identity and way of working of an organization. According to Olsen *et al.* (2023), organizational culture is a set of social constructs produced and reproduced through interactions among individuals within an organization. According to Haffar *et al.* (2023), organizational culture is the unique characteristics of an organization encompassing the beliefs, values, norms, and underlying attitudes. According to Zhai *et al.* (2023), organizational culture is a complex social process involving cognitive, affective, and behavioral aspects in shaping the meaning and identity of the organization.

Information Accounting Management

Management accounting information is a part of the information system that provides the financial condition of the company needed by internal parties in making business plans and decisions, as well as information for external stakeholders involved in the business (Al-Okaily, 2021). According to Asuquo & Udoayang (2020), Management Accounting Information is financial and non-financial information required by management in making operational, tactical, and strategic decisions. According to Ibrahim *et al.* (2020), Management Accounting Information is financial and non-financial information used to design and control organizational actions and implement strategies. According to Ahmad & Al-Shbiel (2019), Management Accounting Information is information used to measure organizational performance and identify areas for improvement. According to Alshirah *et al.* (2021), Management Accounting Information is information used by management to plan, control, and evaluate organizational activities. According to Khaliq *et al.* (2021), Management Accounting Information is information used by management to make decisions and control organizational activities. According to Lutfi (2022), Management Accounting Information is information used by management to design and control organizational performance measurement systems.

Innovation Capability

According to Martins (2023), innovation capability is the organization's ability to systematically and continuously generate and leverage innovation. According to Baah *et al.* (2023), innovation capability is the organization's ability to identify new market opportunities and develop new products and services to meet customer needs. According to Valdez-Juárez *et al.* (2023), innovation capability is the organization's ability to generate, develop, and commercialize

sustainable technology and innovation. According to Wongsansukcharoen & Thaweepaiboonwong (2023), innovation capability is the organization's ability to generate innovation using various resources and factors of production, such as technology, human resources, and capital. According to Kamal *et al.* (2023), innovation capability is the organization's ability to effectively integrate, generate, and leverage knowledge to produce innovation. According to Valdez-Juárez *et al.* (2023), innovation capability is the organization's ability to generate new discoveries and adapt to a changing environment. According to Isaraj (2023), innovation capability is the organization's ability to generate innovative solutions to customer problems and provide sustainable competitive advantage.

HYPHOTESIS DEVELOPMENT AND RESEARCH MODEL

The Influence of Organizational Culture on Information Accounting Management.

Managers with a high organizational culture towards innovation capability are more likely to pursue creative and innovative ideas, products, or projects compared to managers with a low organizational culture towards innovation. However, such ideas, products, and projects may also involve higher uncertainty and greater risks (Alshumrani *et al.*, 2018). Several researchers, including Deogaonkar & Nanoty (2023), Haffar *et al.* (2023), Kiaos (2023), Olsen *et al.* (2023), Salwender *et al.* (2023), and Sewell *et al.* (2023), argue that managers often require more information for decision-making when facing high uncertainty in their work. When perceived environmental uncertainty is high, comprehensive management accounting information becomes important for evaluating competitor actions and customer needs (Al-Okaily, 2021). Additionally, integrated and aggregated information plays an increasingly important role in providing information for coordination among sub-units (Al-Okaily, 2021; Namazi & Rezaei, 2023; Saukkonen *et al.*, 2018). Furthermore, timely information is highly valuable for managers who need to respond quickly to changes in the competitive environment and market (V. T. Nguyen & Pham, 2017; Sivarajah *et al.*, 2017; Tuan Luu, 2017). As a result, the first hypothesis is stated as follows:

H1: Organizational culture has an influence on information accounting management.

The Influence of Management Accounting Information on SME Performance.

The function of management accounting information systems is to support managers' planning, control, and decision-making processes (Namazi & Rezaei, 2023). If the management accounting system fails to process and provide sufficient information for managerial decision-making needs, the decisions made are likely to be compromised (Al-Okaily, 2021). Conversely, a well-functioning information system is expected to assist in more effective management decision-making, which in turn enhances *sme's performance* (Jeong & Chung, 2023; Martins, 2023). The relationship between the use of management accounting information and *sme's performance* has been extensively studied. While the results are sometimes inconsistent (Matloob *et al.*, 2023), the majority of research supports a positive relationship between the use of management accounting information and *sme's performance* (Anh & Thong, 2020; Keeling *et al.*, 2021; Le *et al.*, 2020; Liem & Hien, 2020; Nam & Bao Tram, 2021; Nhon *et al.*, 2020; Thanh Nhon *et al.*, 2020; N. P. Tran & Vo, 2020; Y. T. Tran & Nguyen, 2020). Therefore, the second research hypothesis is proposed as follows:

H2: Management accounting information has an influence on SME's performance.

The Influence of Organizational Culture on SME's Performance.

Hypothesis 1 suggests that organizational culture has an influence on the use of management accounting information. In this regard, the author anticipates that the use of management accounting information has a positive influence on SME performance (Hypothesis 2). Therefore, it is plausible to anticipate that organizational culture will affect SME performance. Additionally, the author employs the mediating form of fit from the TAM theory by Le *et al.* (2020) to argue the role of management accounting information. Thus, the author argues that the management

accounting information system is capable of providing extensive, integrated, aggregated, and timely management accounting information that aligns with the organizational culture, thereby enhancing *sme's performance*. Consequently, the author proposes the third hypothesis as follows:
H3: Organizational culture has an influence on SME's performance.

The Influence of Organizational Culture on Innovation Capability.
Companies today can gain competitive advantages by implementing innovative strategies through innovative ideas and products (Deogaonkar & Nanoty, 2023). Such strategies are often supported by an innovative culture where innovative ideas are promoted (Sewell *et al.,* 2023). In a highly innovative organizational culture, managers will encourage experimentation, promote new and creative ideas, be more willing to take on risky projects, and have a willingness to try various new techniques (Haffar *et al.,* 2023; Salwender *et al.,* 2023). Similarly, Kiaos (2023) argues that within an organization, a high level of organizational culture towards innovation capability implies that management is more likely to value innovation. Such inclination is likely to result in a higher adoption rate of innovation capability. Thus, the author anticipates an influence between organizational culture and innovation capability, with higher levels of organizational culture towards innovation capability resulting in higher levels of innovation capability. Based on the above arguments, the author proposes the fourth hypothesis as follows:
H4: Organizational culture has an influence on innovation capability.

The Influence of Management Accounting Information on Innovation Capability.
Innovation capability is the capacity of a company to introduce new processes, products, and ideas into the organization (Wongsansukcharoen & Thaweepaiboonwong, 2023). This means that companies need to take risks (Martins, 2023). In such context, companies often require sophisticated management accounting information (Kamal *et al.,* 2023; Martins, 2023; Wongsansukcharoen & Thaweepaiboonwong, 2023). Additionally, management accounting information facilitates planning and coordination within the organization (Valdez-Juárez *et al.,* 2023), technological change (Baah *et al.,* 2023), decentralization (Namazi & Rezaei, 2023), customization (Al-Okaily, 2021), and flexibility (Saukkonen *et al.,* 2018), all of which are related to innovation capability (Qazi *et al.,* 2018). Lien & Jiang (2017) demonstrate that management accounting information is crucial for a company's efforts to satisfy customer needs. Therefore, companies require management accounting techniques that provide comprehensive information for managers to implement flexible strategies (Berry & Berry, 2018). Thus, the author proposes the following hypothesis:
H5: Management accounting information has an influence on innovation capability.

The Influence of Innovation Capability on SME's Performance.
The theory of innovation diffusion discusses innovation decisions (Rogers, 1962). The concept of innovation diffusion refers to the speed at which a social system adopts new ideas offered by an innovation, and it has been widely referenced by researchers, particularly when discussing innovation diffusion. The theory discussed above supports the research conducted by Berry & Berry (2018), Lien & Jiang (2017), and Qazi *et al.* (2018) that strategic innovation capability is crucial for businesses to remain competitive, and therefore, innovation capability significantly affects *sme's performance*. Based on the aforementioned theory and research, the following hypothesis is proposed:
H6: Innovation capability has an influence on SME's performance.
Based on the review of relevant theory and research above, the proposed research model is described in Figure 1 below.

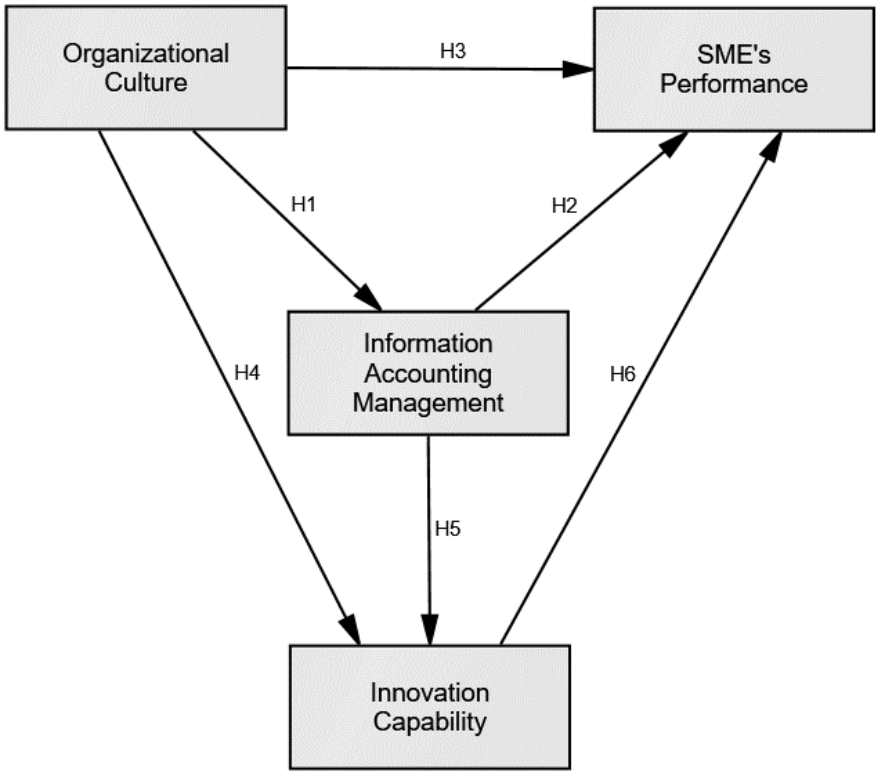

Figure 1. Research Model

METHODOLOGY

The research design used in this study is a descriptive causal research design. A causal research design aims to analyze the relationships between variables in a study or to determine how one variable can influence changes in another variable (Joe F Hair *et al.*, 2019). In this research, there are exogenous (independent) variables, namely management cultural orientation, innovation capability, and management accounting information, and an endogenous (dependent) variable, which is *sme's performance*. The research questionnaire was filled out online for data collection. The population of the study consists of SMEs in Tangerang Selatan, Indonesia. Data collection, processing, and analysis were conducted in 2023. The sampling method used is Non-Probability Sampling with stratified random sampling. The number of respondents in this study is 388 individuals, and the sample size was determined based on Joe F Hair *et al.* (2019).

Tabel 1. Demographic of Respondents

Respondents	Characteristics	Total	%
Gender	Male	80	20.6%
	Female	308	79.4%
Age	< 25 Years	4	1%
	26 – 35 Years	283	72.9%
	36 – 45 Years	101	26%
Industry	Culinary	285	73.5%
	Fashion	91	23.5%
	Education	3	0.8%
	Otomotif	1	0.3%
	Agribisnis	1	0.3%
	Tour & Travel	1	0.3%
	Creative Product	1	0.3%
	Internet Technology	1	0.3%
	Beauty	1	0.3%

Respondents	Characteristics	Total	%
	Event Organizer	1	0.3%
	Cleaner	1	0.3%
	Child Equipment	1	0.3%
Position	Owner	356	91.8%
	Manager	31	8%
Firm Age	< 1 Year	2	0.5%
	1 – 5 Year	53	13.7%
	6 – 10 Year	324	83.5%
	> 10 Year	9	2.3%
Omzet	< 300 Million	10	2.6%
	300 Million – 2.5 Billion	94	24.2%
	2.5 Billion – 50 Billion	249	64.2%
	> 50 Billion	35	9%
Employees	< 5 People	12	3.1%
	6 – 10 People	60	15.5%
	11 – 19 People	209	53.9%
	20 – 99 People	104	26.8%
	> 100 People	3	0.8%

This study utilized the Structural Equation Model Partial Least Square (SEM-PLS) analysis tool with two measurement models (Joseph F Hair *et al.*, 2013; Wong, 2019). The first model employed was the Outer Model Analysis with five parameters, while the second model was the Inner Model Analysis with four parameters. These models were used to analyze the data and test the hypotheses. The evaluation of the Outer Model Analysis involved five parameters. Firstly, Convergent Validity was assessed, where the loading factor values needed to be above 0.70 to be considered valid. Secondly, Average Variance Extracted (AVE) was calculated, with an expected AVE value above 0.50 indicating that the measurement model's variance due to measurement errors was smaller than the variances captured by the constructs. Thirdly, Discriminant Validity was examined, where the loading factor values should be higher than the cross-loading values or could be assessed using the Fornell-Lacker Criterion, which requires the criterion values to be greater than the correlations with other constructs.

Fourthly, Reliability Analysis was conducted, utilizing the Composite Reliability (CR) values. It was expected that the CR values would exceed 0.70, indicating that the latent variables were reliable. Lastly, Cronbach's Alpha was computed, and a value greater than 0.60 was considered acceptable. Hypothesis testing involving the relationships between constructs will only be reliable or valid if the measurement model explains how these constructs are measured (Joe F Hair *et al.*, 2019). Significance testing is the process of determining whether a particular result occurred by chance. The critical values for this level of significance and one-tailed test are 1.65. Significance testing utilizes the t-statistic (t-value) with a critical value of 1.65 for a one-tailed test. For a significance level of 5% (0.05), it is considered significant if the p-value is less than 0.05.

RESULT AND DISCUSSION

Result

In this study, if each construct has an AVE > 0,50 and the minimum acceptable loading factor value is 0,70. Based on the results obtained from SmartPLS 4,0 as shown in Figure 2, the loading factor values for all indicators are above 0,70. Therefore, the convergent validity model in this study meets the criteria. The loadings, Cronbach's alpha, composite reliability, and AVE values for each construct can be found in Table 2.

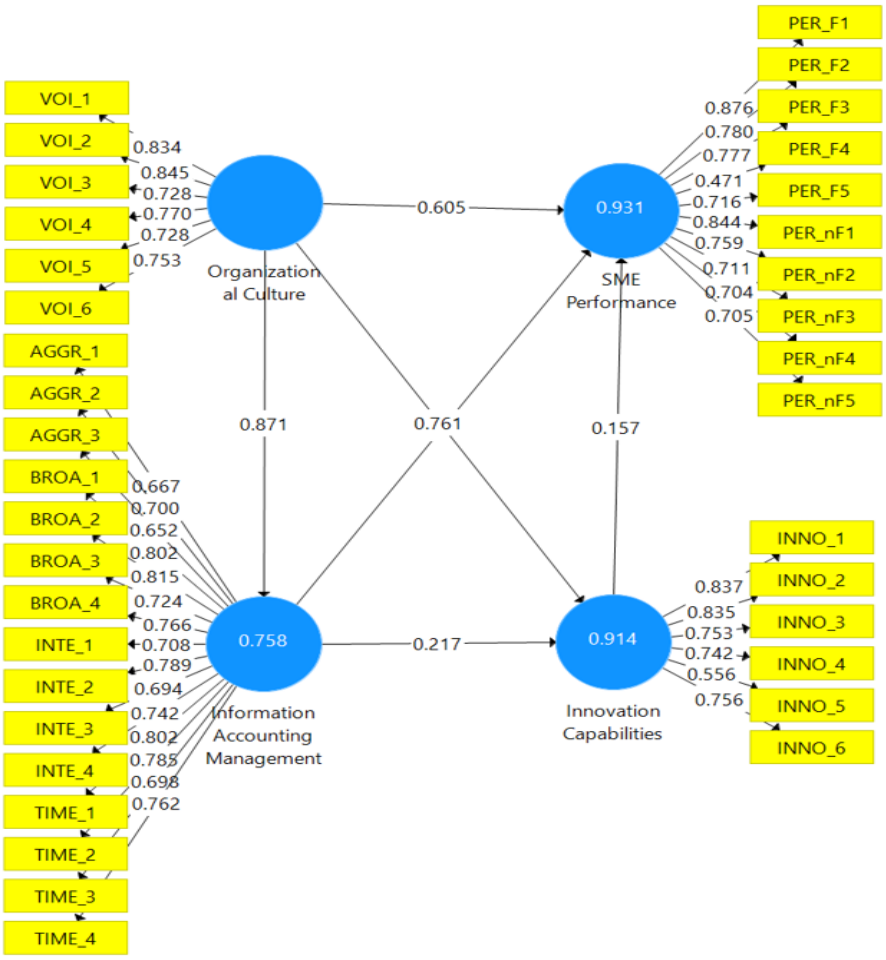

Figure 2. Outer Model Result

Based on the validity testing results, it can be determined that all the indicators used to measure the variables in this study have outer loading values greater than 0.5, indicating good validity. Meanwhile, the AVE values for the organizational culture variable are 0.605, and for management accounting information, it is 0.551. The innovation capability variable has an AVE of 0.556, and the SME performance variable has an AVE of 0.550. Based on these results, it can be concluded that the indicators used to measure these variables have good convergent validity and are worthy of further investigation.

Table 2. Convergent Validity

Variables	Indicators	Outer Loading	AVE
Organizational Culture	VOI_1	0.834	0.605
	VOI_2	0.845	
	VOI_3	0.728	
	VOI_4	0.770	
	VOI_5	0.728	
	VOI_6	0.753	
Information Accounting Management	BROA_1	0.802	0.551
	BROA_2	0.815	
	BROA_3	0.724	
	BROA_4	0.766	
	TIME_1	0.802	
	TIME_2	0.785	

Variables	Indicators	Outer Loading	AVE
	TIME_3	0.698	
	TIME_4	0.762	
	AGGR_1	0.667	
	AGGR_2	0.700	
	AGGR_3	0.652	
	INTE_1	0.708	
	INTE_2	0.789	
	INTE_3	0.694	
	INTE_4	0.742	
Innovation Capabilities	INNO_1	0.837	0.556
	INNO_2	0.835	
	INNO_3	0.753	
	INNO_4	0.742	
	INNO_5	0.556	
	INNO_6	0.756	
SME's Performance	PER_F1	0.876	0.550
	PER_F2	0.780	
	PER_F3	0.777	
	PER_F4	0.471	
	PER_F5	0.716	
	PER_nF1	0.844	
	PER_nF2	0.759	
	PER_nF3	0.711	
	PER_nF4	0.704	
	PER_nF5	0.705	

According to Sekaran and Bougie (2019), reliability refers to the ability of an instrument to demonstrate stability and consistency in measuring a concept. The reliability of an instrument can be assessed using Cronbach's alpha (α), where a value of 0.6 or higher indicates good instrument reliability (Sujarweni, 2019). Additionally, a good construct reliability value is above 0.7 (Hair *et al.*, 2019).

Tabel 3. Reability Test

Variable	Cronbach's Alpha (α)	Rho_A	Composite Reliability	Result
Organizational Culture	0.868	0.874	0.902	Reliable
Information Accounting Management	0.941	0.874	0.948	Reliable
Innovation Capabilities	0.842	0.856	0.885	Reliable
SME's Performance	0.905	0.915	0.923	Reliable

In the table of reliability test results above, it can be observed that the values of Cronbach's alpha and construct reliability are above 0.6 and 0.7, respectively. Therefore, it can be concluded that the indicators used in this study are considered reliable and consistent. The goodness-of-fit analysis criteria are utilized to assess the adequacy of the model by employing various goodness-of-fit indices. The goodness-of-fit testing involves several indices, including the Standardized Root Mean Square Residual (SRMR), d_ULS, d_G, Chi-Square, and NFI. Based on the research data, the following are the results of the conducted SEM analysis:

Table 4. Feasibility Test Results

Fit Summary	Saturated Model	Estimated Model	Cut-Off	Result
SRMR	0.082	0.082	< 0.10	*Fit*
d_ULS	4.742	4.742	< 5	*Fit*
d_G	2.623	2.623	< 5	*Fit*
Chi-Square	4977.103	4977.103	< 5	*Fit*
NFI	0.644	0.644	> 0.50	*Fit*

The structural model testing is conducted to measure the relationships between research variables. The evaluation of this model utilizes R^2 as a measure of the dependent constructs or variables. When assessing the model using SmartPLS, the evaluation starts by examining the R-Square values for each dependent latent variable.

Table 5. R-Square Results

Matrix	R-Square	R-Square Adjusted	Model
Information Accounting Management	0.758	0.758	Strong
Innovation Capabilities	0.914	0.914	Strong
SME Performance	0.931	0.930	Strong

To assess the magnitude of the influence between variables, we can use Effect Size or F-Square. The F-Square value of 0.02 is considered small, 0.15 is considered medium, and 0.35 is considered large. Values less than 0.02 can be disregarded or considered to have no effect.

Table 6. F-Square Results

Matrix	Information Accounting Management	Innovation Capabilities	SME Performance
Organizational Culture	3.136***	1.629***	
Information Accounting Management		0.133**	0.164**
Innovation Capabilities			0.031*

Next, the Q-square (Q^2) results indicate excellent measurement model performance in generating observations and parameter estimation (predictive relevance). If the Q^2 value is greater than 0, the model is considered to have relevant predictive value (Hair Jr *et al.*, 2017). In this study, the calculated Q^2 value for the SME performance variable is 0.125. This means that the variables in this study have a highly predictive correlation, as the Q^2 result exceeds zero.

Table 7. Q-Square Result

Variables	Q-Square	Result
Organizational Culture	0.125	Have predictive relevance value
Information Accounting Management	0.660	Have predictive relevance value
Innovation Capabilities	0.156	Have predictive relevance value

Hypothesis testing is performed using the t-test with the t-statistics value (O/STEDEV). If the t-statistics value is greater than 1.65, the hypothesis is accepted. On the other hand, if the t-statistics value is smaller than 1.65, the hypothesis is rejected.

Table 8. Hyphothesis Result

Total Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
OC → IAM	0.871	0.870	0.092	9.506	0.000
OC → IC	0.761	0.651	0.194	3.925	0.000
OC → SMEP	0.605	0.595	0.088	6.840	0.000
IAM → IC	0.217	0.326	0.189	1.147	0.252
IAM → SMEP	0.231	0.224	0.061	3.799	0.000
IC → SMEP	0.157	0.173	0.084	1.869	0.062

Based on the given information and Table 8, the t-statistics values are as follows: Organizational Culture → Information Accounting Management: The t-statistics value is 9.50, which is greater than 1.65. Therefore, the hypothesis is accepted. Organizational Culture → Innovation Capabilities: The t-statistics value is 3.92, which is greater than 1.65. Therefore, the hypothesis is accepted. Organizational Culture → SME Performance: The t-statistics value is 6.84, which is greater than 1.65. Therefore, the hypothesis is accepted. Information Accounting Management → SME Performance: The t-statistics value is 3.79, which is greater than 1.65. Therefore, the hypothesis is accepted. Innovation Capabilities → SME Performance: The t-statistics value is 1.86, which is greater than 1.65. Therefore, the hypothesis is accepted. However, for the Information Accounting Management → Innovation Capabilities relationship, the t-statistics value is 1.14, which is smaller than 1.65. Therefore, the hypothesis is rejected. These results indicate that most of the hypotheses have been accepted, except for the relationship between Information Accounting Management and Innovation Capabilities. The following is a picture of the results of boothstraping the hypothesis testing in this study.

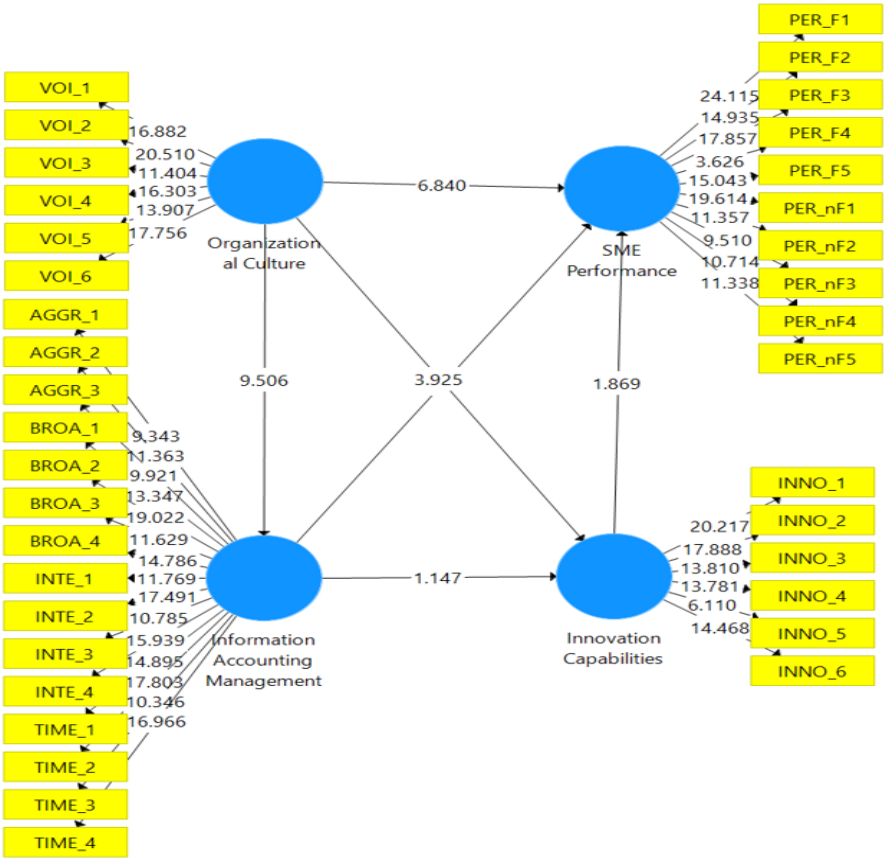

Figure 3. Inner Model Result

Discussion

The first hypothesis tests the influence of organizational culture on management accounting information. The research results indicate that organizational culture has an impact on management accounting information. This suggests that organizational culture is a factor influencing the enhancement of management accounting information in SMEs in Tangerang Selatan. This finding is consistent with the study by Huyen Mong Le (2020), which found a positive influence of organizational culture on management accounting information. The influence of organizational culture on management accounting information can be attributed to the fact that the majority of owners, who are highly productive, are aged between 26 and 35 years, enabling them to embrace technological advancements and improve management accounting information within SMEs. The second hypothesis examines the influence of management accounting information on SME performance. The research findings indicate that management accounting information has an impact on SME performance in Tangerang Selatan. This implies that management accounting information is a factor influencing the enhancement of SME performance in Tangerang Selatan. This result aligns with the study by Huyen Mong Le (2020), which found a positive influence of management accounting information on SME performance. The influence of management accounting information on SME performance can be attributed to the fact that the majority of owners, who are highly productive, are aged between 26 and 35 years, enabling them to effectively utilize technological devices in operating their businesses and consequently improving SME performance.

The third hypothesis examines the influence of organizational culture on SME performance. The research results indicate that organizational culture has an impact on SME performance. This suggests that organizational culture is a factor influencing the enhancement of SME performance in Tangerang Selatan. This finding is consistent with the study by Huyen Mong Le (2020), which found a positive influence of organizational culture on SME performance. The influence of organizational culture on SME performance can be attributed to the fact that the majority of businesses have been operating for a considerable period, ranging from 6 to 20 years, which allows for the establishment of an organizational culture that indirectly enhances SME performance. The fourth hypothesis tests the influence of organizational culture on innovation capabilities. The research findings indicate that organizational culture has an impact on innovation capabilities. This implies that organizational culture is a factor influencing the enhancement of innovation capabilities in SMEs in Tangerang Selatan. This result aligns with the study by Huyen Mong Le (2020), which found a positive influence of organizational culture on innovation capabilities. The influence of organizational culture on innovation capabilities can be attributed to the fact that the majority of owners, who are highly productive and actively involved in running their businesses, are aged between 26 and 35 years. This enables them to drive innovation in products and services, thereby enhancing the overall innovation capabilities of SMEs.

The fifth hypothesis examines the influence of management accounting information on innovation capabilities. The research findings indicate that management accounting information does not have an impact on innovation capabilities. This suggests that management accounting information is not a factor influencing the enhancement of innovation capabilities in SMEs in Tangerang Selatan. This finding contradicts the study by Huyen Mong Le (2020), which found a positive influence of management accounting information on innovation capabilities. The lack of influence from management accounting information on innovation capabilities can be attributed to the fact that the majority of owners are female, who tend to be more cautious and less inclined to take risks. The sixth hypothesis tests the influence of innovation capabilities on SME performance. The research findings indicate that innovation capabilities have an impact on SME performance. This implies that innovation capabilities are a factor influencing the enhancement of SME performance in Tangerang Selatan. This result aligns with the study by Huyen Mong Le (2020), which found a positive influence of innovation capabilities on SME performance. The influence of innovation capabilities on SME performance can be attributed to the fact that the majority of owners, who are highly productive and aged between 26 and 35 years, have businesses

with revenue ranging from IDR 2.5 million to IDR 50 million. This enables them to adopt technological advancements, invest in research and development, and use applications to improve operational efficiency and innovate in the products and services they offer.

CONCLUSION

The research findings indicate that when organizational culture improves, it enhances management accounting information, increases SME performance, and boosts innovation capabilities in SMEs. When management accounting information improves, it enhances SME performance but decreases innovation capabilities in SMEs. The last research result shows that when innovation capabilities improve, it enhances SME performance. To achieve these positive outcomes, it is crucial for SME stakeholders, particularly owners or managers, to communicate the required work procedures to employees within the SME. A good understanding of the implemented strategies and the procedures to be followed by each employee ensures that the work, which is the implementation of a strategy, is carried out effectively and in line with expectations or the planned strategy. It is also important to appreciate the flexible attitude of each employee when facing challenges. The ability to be flexible when encountering obstacles or issues in the work process enables employees to find the best solutions to address problems effectively. By promoting a positive organizational culture, improving management accounting information, and fostering innovation capabilities, SMEs can enhance their performance and achieve their desired goals. These findings highlight the importance of effective communication, clear procedures, and a flexible mindset within SMEs.

The ability of employees to handle obstacles and challenges in implementing strategies can make the implementation process more efficient. It is also important to have clear rules and policies in place. These rules and policies serve as guidelines for employees to act and perform activities in accordance with the ongoing strategy. With clear rules and policies, employees will have a better understanding of what needs to be done and what should not be done, allowing them to work independently without deviating from the established strategy. It's worth noting that this research was conducted specifically within the scope of SMEs in Tangerang Selatan. Future studies could consider conducting research on SMEs in other regions. Additionally, future research could consider using a larger sample size to ensure greater representativeness and generalize the findings to the industry level.

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