



SUPPLY CHAIN MANAGEMENT ACCOUNTING AND BUSINESS SUSTAINABILITY

Anucha Puttikunsakon^{} and Palawee Puttikunsakon^{**}*

Abstract

The objective of the study is to investigate the effects of supply chain management accounting on business sustainability and its antecedents. In this study, ISO 9000 manufacturing business in Thailand is the sample of the study. A mail survey questionnaire was used for data collection 185 accounting executives. Additionally, Ordinary least squares regression (*OLS*) is utilized to test the research hypothesis. The results of the study show that supply chain management accounting has a significant positive influence on business sustainability. While long-term vision and proactive accounting practices have an important positive impact on supply chain management accounting. In summary, supply chain management accounting plays a key role in determining and driving business sustainability. Thus, executives of business needs to in order to develop, support and utilize supply chain management accounting.

Keywords: *Supply Chain Management Accounting, Long-Term Vision, Proactive Accounting Practices, Stakeholder External Expected*

Introduction

Nowadays, one important concern for the manufacturing industries was to make certain that the quality of parts and products manufactured. Further, firms had to process quality control that favorably distinguishes ISO-certified firms. Then, the executive director's firms are concerned with the provision, analysis and use of information in order to assist managers in decision making and managerial control.

This issue is a supply chain management problem which it led to a lack of quality for products a could adversely affect the image, reputation, and impact final on business sustainability (BS). Also, previous research academics have found that the deployment of adequate upstream supply chain management practices becomes a crucial issue in business sustainability (Quarshie, Salmi & Leuschner, 2016; Formentini & Taticchi, 2016; Rezaee, 2018). This research mainly focuses on ways of designing a new database within supply chain activities to supporting improve processes, eliminate waste, reducing costing time, increasing flexibility, and response to problem resolution.

Interestingly, supply chain management accounting (SCMA) can play it is essential first to support supply chain management (Fliegner, 2015). The majority of prior research on SCMA can be grouped into two streams. One stream focuses on consequence aspects of the SCAM that provides data and information

^{*} Department of Accounting, Faculty of Administrative Science, Kalasin University

^{**} Department of Accounting, Faculty of Administrative Science, Kalasin University



relation to SCM issues for decision making. The study realized by Yong Woo Kim et al. (2016) suggest that the supply chain coordinator needs a supply chain cost model such using time-driven activity-based costing. In addition, financial analyses report of value chain analysis are tools for creation the indicators in the SCM both financial and non-financial. Also, the SCMA report can create various performance measurement tools and establishing standards that will help support the SCM system. The other stream, study factors that influence SMAC. The earliest studies of internal and external factors both drive and pressure relating to the SCMA implement in firms but different industries. Based on the contingency theory is used to explain a match between two or more factors, and is a concept that has an impact on organizational outcomes (Husted, 2000). Moreover, it is the optimum management of an organization that depends on the various internal and external constraints (Ganescu, 2012). As described above that can be claimed that SCMA excellence plays in achieving a firm performance and there are numerous factors can drive up SCMA implementation.

Clearly, research area has shed light on the question that the SCMA's impact on company performance. However, all of them still lack studies the population as ISO certified firms, especially many details of the operational characteristics of the manufacturing business. Most challenges are how do the SCMA appropriate roles and techniques in specific supply chain situations of ISO 9000 manufacturing business. Therefore, this study attempts to investigate the effects of SCMA on business sustainability and to examine the influence of antecedent variables on SCMA for the absoluteness of the research model in creating the theoretical and managerial contribution.

Research Objectives

1. To investigate the effect of supply chain management accounting on business sustainability
2. To investigate the effect of three an antecedent including long-term vision, proactive accounting practices and stakeholder external expected on supply chain management accounting.

Conceptual model

To investigate the relationships between SCMA and business sustainability, supply chain management accounting is an independent variable of this. Furthermore, business sustainability is a dependent variable of this study. Therefore, the conceptual model presents the relations between SCMA and business sustainability as shown in Figure 1.

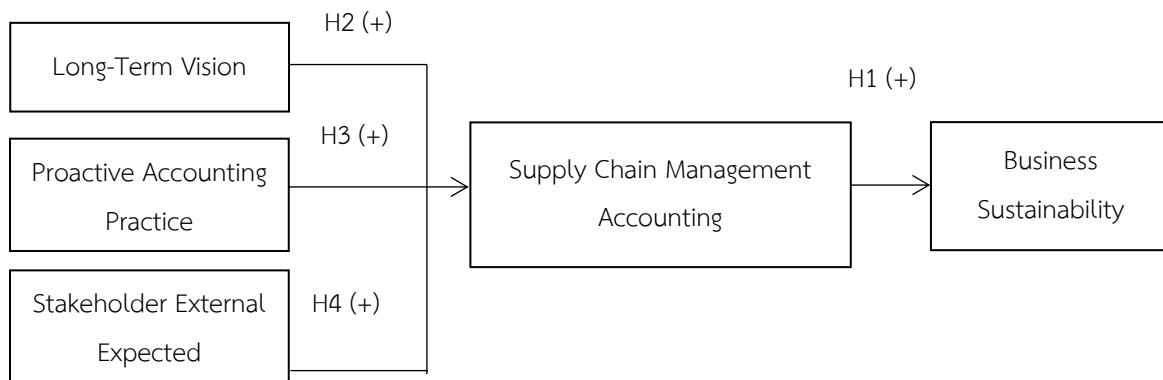


Figure 1 Relationship model of supply chain management accounting and business sustainability

Literature reviews and hypotheses development

Business Sustainability (BS)

Business sustainability refers to achieving performance, ecological, social and financial bottom lines and the diverse stakeholders who are affected by highly interconnected business activities. Including its ability to respond to market for our customers and adapt to environmental change (Zott and Amit, 2010)

The current trend, the business model discourse has moved its attention from products and services, corporate resources and capabilities and income as focal issues toward a more strategic and comprehensive view on business sustainability models (Baden-Fuller and Morgan, 2010; Wirtz et al., 2016). The concept of purely that profit-oriented business models has been showing the commitment to sustainability-oriented business models are increasingly being discussed (Kiron et al., 2013; Seelos, 2014; Schaltegger et al., 2016).

Supply Chain Management Accounting (SCMA)

Supply chain management accounting (SCMA) defined as the use of technical to produce relevant management accounting reports for supply chain activities, to produce comparative data that can be used for benchmarking, to support process improvement, making supply chains more efficient and effective. SCMA is modern of management accounting practices that adapted developing financial analyses of the costs and benefits of value chain analysis to the participating firms. SCMA has to provide present that economic and non-financial evaluation of alternative value chain costing opportunities to facilitate the development of value chain priorities. Besides providing analytical support to SCM teams, including estimating, value chain costing the costs and benefits of various decisions throughout the design. To ensure the integrity of supporting databases, internal control, performance measurement procedures, key proprietary technologies, processes, and open book accounting physical and/or knowledge assets.

These activities are supported by a set of supplementary activities of accounting, finance, human resources and information technology (Horngren, Dater & Rajan, 2012; Xia Wei-Hong, 2010). Management



accountants who work in these firms need to consider management accounting practices for supply chain management because the sustainability of an organization may depend on their ability to work as part of the supply chain management (Fliegner, 2015). It is also important to take a systemic view of what is happening throughout structural cost management employs tools of organizational design; organizational, product, and process to create a supply chain cost structure that is interrelated with firm strategy (Anderson and Dekker, 2009b). Management accounting in the supply chain is designed to produce data for control and decision making of processes and activities optimizing activity in chains, value streams and networks (Dekker and Van Goor, 2000).

Based on the above discussion, to summarize in applying SCMA can provide information to use it in the process of selecting business functions, activities, strategies, and developing them to achieve and sustain competitive advantage. Thus, the SCMA will contribute to the decision of the administration and is effective in the direction towards the target, literally. SCMA is the concept that the creativity of making supply chains more efficient and effective is considered as an important feature upon which support firm to obtain their as achievement business sustainability. Therefore,

H1: Supply chain management accounting will be positively related to business sustainability.

Long-Term Vision (LTV)

Long-term vision defined as the goals and direction of firms to organize and manage activities to achieve the future objective which reveals clear conception through policies, regulations, and principles.

From the prior study, the essential use of the ability to think about or plan the future with imagination or wisdom for organizations is that it leads to methods for attaining goals and objectives (Ozmen and Sumer, 2011). For instance, using the vision to create business success that considering customer expectations and then defining product development directions will help create a distinctive look that can respond to customer needs (Revilla and Rodriguez, 2011). Examining new enterprises in China, rather than already established and operating firms, this study can better demonstrate the impact of shared vision and internal or external integration on entrepreneurial performance. The results indicate that shared vision positively related to internal integration. Furthermore, internal integration positively related to entrepreneurial performance (Chen Chi-hsiang, 2015). Accordingly, knowledge of accounting managers and top management support significantly influences accounting information systems. It can amplify that the vision's executive is the involvement of management in implementing information systems and developing strategies for management accounting systems to be implemented (Komala, 2012). Based on the above discussion, to summarize, the long-term vision has most important it can provide effort for set directions best of SCMA. Therefore,

H2: Long-term vision will be positively related to supply chain management accounting.

Proactive Accounting Practice (PAP)

Proactive accounting practice is defined as the accounting process to collect, transform process, and disseminate reporting that aims to reflect economic events and performance of the firm for forward-



looking, opportunity-seeking and both current and future (Howieson, 2003; Andersson et al., 2008). In the organizational behavior literature, that behavior is both internally and externally controlled, and situations are as much a function of persons (Inanga and Schneider, 2005). Proactive behavior is behavior that directly alters environments it has both personal and situational causes. Proactive processes occur also at the levels of groups and organizations, a key activity of any group is to manage the interfaces between units, effective groups engage in activities aimed at proactively influencing outside groups with they are interdependent (Ancona and Caldwell, 1987). Accounting practice has always been an information system designed to collate, analyze, and disseminate knowledge in a way that is useful to various decision makers (Howieson, 2003). The accounting practice refers to the role and function of accounting concerning the inter-organizational setting of an individual organization, accounting practice must be described in terms of increased awareness of how companies systematically relate to each other (Hakansson and Lind, 2006).

Accounting practice presents accounting information to organization support appropriate decision-making. Thus, the accounting practice needs to become proactive internal business consultants, skilled in the design and implementation of appropriate cost management systems, and eager to become involved in business decision processes. The accounting practice does not only limit to the provision of the financial report but also to support information in other areas, such as in an era of shareholder value (Andersson et al., 2008). Based on the above discussion, to summarize proactive accounting practice has the potential possibility to enhance and develop the SCMA. Therefore,

H3: Proactive accounting practice will be positively related to supply chain management accounting.

Stakeholder External Expected (SEE)

Stakeholder external expected is defined as the degree of an expectation, demands, and regulations of the customer, regulators, public, and social which they have pressure in operations of a firm both direct and indirect (Foley, 2005; Lee & Hutchison, 2005). A stakeholder is seen as an interested party that has both the means of bringing requirements to attend and for taking actions if their requirements are not met (Foley, 2005). Stakeholders expect are the pressures that cause to create a new model that contributes to improving quality information. Many external stakeholders are showing a great and increasing interest in the accounting performance of an organization (Lee & Hutchison, 2005). Moreover, an organization can generate motivation to the participation of stakeholders in management may be achieved through the implementation of social responsibility disclosure, and transparent financial reporting (Gelb & Stawer, 2001), transparent financial reporting (Mattingly, Harrast & Olsen, 2009). Thus, it has the pressure of stakeholders can influence shaping a firm's decision (Eiadat et al., 2008). A firm must provide quantitative and qualitative information for better information through increased intelligibility of overall information, benefiting both the firm and its board array of stakeholders (Laud & Schepers, 2009). Stakeholders' ability to affect the organization via stakeholder power, the extent an organization's responsibilities are framed within the context of an organization's relationship with its stakeholders (Polonsky, et al., 2005). Based on the above



discussion, that organization's business activities, business process management, supply chain involving numerous external stakeholders. As a result, businesses must prepare information systems to support decisions to assess their needs in advance. Moreover facilitating data transfer and up to date, to summarize stakeholder external expected has the potential possibility to enhance and develop the SCMA. Therefore,

H1: Stakeholder external expected will be positively related to supply chain management accounting.

Research methodology

Data Collection

The population of this study selected ISO 9000 manufacturing business in Thailand 1,050 firms are data from the database of Thai Industrial Standards Institute: TISI. The ISO 9000 manufacturing business is interesting to investigate for several reasons. The population is a manufacturing system that has procurement strategy that has extended organizations' supply chains to a global scale. Firms have to process quality control that favorably distinguishes the ISO-certified firms. Further, these firms have increasingly competitive due to the diverse and dynamic demands of consumers. The key informant is the accounting executive of each firm. In which the accounting executive defines the scope of accounting work that is practical; thus, they can give actual accounting information and have a true understanding of its practices and can also give more relevant information or comments.

The questionnaire-mailed survey is used to collect data. It is appropriate because it is a widely-used method for large-scale data collection in a geographical area, and besides, mailing questionnaires is effective (Neuman, 2006). Therefore, the 1,050 questionnaire surveys are sent by direct mail. Then, from which 185 responses are returned, the complete questionnaires are sent back to the researcher which was 17.62% response rate. Which average management survey response rates are in the range of 15 to 20 percent was an acceptable sample size for employing multiple regression analysis (Menon et al., 1999). The testing of non-response bias is to investigate the responding results after the questionnaire is returned (Armstrong & Overton, 1977). The results find no statistically significant difference between early and late respondents demonstrates represent non-respondents. Therefore, a non-response bias is not a problem in this study.

Variables Measurement

In this study, the multiple items development of measuring the construct of the conceptual model and the measurement development procedure involved variables. Here, business sustainability (BS), supply chain management accounting (SCMA), long-term vision (LTV), proactive accounting practice (PAP), and stakeholder external expected (SEE) are the variables of the study. All constructs were measured using a 5-point Likert scale (1= strongly disagree to 5 = strongly agree) and each variable has a four-item scale.



Firstly, BS is defined as achieving performance, environment, social, financial, respond to stakeholders, customers, and adapt to environmental change (Zott and Amit, 2010). Secondly, SCMA was assess the firm's ability for providing accounting data to decision-making relate with the allocate resource, establishing, sharing, and exchanging valuable resources in SCM processes to increase BS capacity (Horngren, Dater and Rajan, 2012; Xia Wei-Hong, 2010). Thirdly, LTV is defined as the ability to think about or plan the future with imagination or wisdom to manage activities achievement the future objective through policies, regulations, and principles (Ozmen and Sumer, 2011). Fourthly, PAP refers to the accounting process to collect, transform process, and disseminate reporting that aims to reflect economic events and performance of the firm for forward-looking, opportunity-seeking, and both current and future (Andersson et al., 2008). Lastly, SEE refers to the degree of an expectations, demands, and regulations of the customer, regulators, public, and social which they have pressure in operations of a firm both direct and indirect (Foley, 2005; Lee and Hutchison, 2005).

Control Variables

The control variables that are being controlled are the firm age (AGE) and firm size (SIZE). The previous study found that firm age has effect on supply chain management accounting. This study firm age is a proxy of the firm's age measured by the number of years in proceeding as the listed firm. Prior study indicates that the effect of firm size is an important factor that affects both structure and other control systems (Abdel-Kader & Luther, 2008). Moreover, prior research suggests that firm age and size are two moderators which are control the relationship among organizational innovation and organizational learning on organizational performance (Hui Huang et al., 2013). While, As suggested in literature, firm's size helps increase the positive linkage between firm performance (Kuswanto, et al., 2012) and innovation (Damanpour & Schneider, 2006). This study firm size is measured by the number of employees in the firm.

Reliability and Validity

This research reliability of the measurements evaluated by Cronbach's alpha coefficients and the reliability to scale, Cronbach's alpha coefficients are greater than 0.70 (Nunnally & Bernstein, 1994). In this study the alpha coefficients range from 0.790 to 0.935 For testing the validity, this study uses and exploratory factor analysis (EFA) to examine the construct validity by investigating the relationships of a large number of items and to determine whether can be reduced to confirmatory a smaller set of factor loadings each construct show a value more than 0.07. In this study the factor loadings range from 0.532 to 0.969. This analysis has a high potential to inflate the component loading. Therefore, as a higher rule-of-thumb, a cut-off value of 0.04 is accepted (Hair et al., 2010). All factor loadings greater than the 0.04 cut-off are statistically significant. Therefore, these measures are considered appropriate for further analysis because they indicate an adopted validity and reliability in this study, Table 1 presents the results for both factor loadings and Cronbach's alpha for multiple-item scales.

Table 1 Result of Measure Validation

Constructs	Factor Loadings	Cronbach's Alpha
Supply Chain Management Accounting (SCMA)	.804 -.874	.868
Business Sustainability (BS)	.783 -.969	.917
Long-Term Vision (LTV)	.864 -.916	.911
Proactive Accounting Practice (PAP)	.895 -.932	.935
Stakeholder External Expected (SEE)	.532 -.946	.790

Statistic Techniques

The ordinary least squares (OLS) regression analysis is used to examine and test the hypothesized effect of SCMA on business sustainability. Likewise, the ordinary least squares regression analysis test antecedent to consisted of long-term vision, proactive accounting practice, and stakeholder external expected. Besides, all categorical data to test OLS is an appropriate method for examining the hypotheses and relationships between all independent variables and all dependent variables (Hari et al., 2010). OLS is a linear association of the independent variables that best describes and predicts the dependent variable (Aulakh, Kotabe and Teegen, 2000). This study presents the relationship that was tested the model using by the equation follows:

$$\text{Equation 1: } BS = \alpha_{01} + \beta_1 SCMA + \beta_2 AGE + \beta_3 SIZE + \epsilon_1$$

$$\text{Equation 2: } SCMA = \alpha_{02} + \beta_4 LTV + \beta_5 PAP + \beta_6 SEE + \beta_7 AGE + \beta_8 SIZE + \epsilon_2$$

Results

The descriptive statistics and correlation matrix for all variables are shown in Table 2. This study is to detect possible problems multicollinearity by the relationship between the variables included in the regression analysis.

Table 2: Descriptive statistics and correlation matrix

Variable	SCMA	BS	LTV	PAP	SEE	AGE	SIZE
Mean	4.175	4.008	4.200	4.200	4.366	3.500	2.900
S.D.	.598	.603	.620	.661	.448	.731	.959
SCMA	1						
BS	.611**	1					
LTV	.670**	.617**	1				
PAP	.641**	.550**	.670**	1			
SEE	.567**	.525**	.681**	.660**	1		
AGE	.017	.088	.098	.112	.139	1	
SIZE	-.031	.102	.118	.097	.165*	.235**	1

**p< 0.05, **p< 0.10, N = 185

The results in Table 2 showed that all correlations were less than 0.80 and as between 0.165 – 0.681, p<0.01. In this way, by using the coefficients, we can measure the degree of linear association between pairs of variables. Values of tolerance and the inverse of the variance inflation factors (VIF) were also calculated for the descriptive statistics and their relationship is shown in Table 2, this study examines the variance inflation factor (VIF) from 1.060 to 2.224, well below the cut-off value of 10 (Neter, Wasserman and Kutner, 1985). Moreover, multicollinearity problems by intercorrelations relationship between the independent variables. Therefore, there are not substantial multicollinearity problems encountered in this study.

Table 3: Results of OLS Regression Analysis

Independent Variables	Dependent Variables	
	Equation 1	Equation 2
	Business Sustainability (BS)	Supply Chain Management Accounting (SCMA)
Supply Chain Management	.613***	
Accounting (SCMA)	(.058)	
Long-Term Vision (LTV)		.401***
		(.076)
Proactive Accounting Practice (PAP)		.314***
		(.074)
Stakeholder External Expected (SEE)		.122
		(.076)
AGE	.139	-.123
	(.159)	(.141)
SIZE	.242	-.258
	(.133)	(.117)
Adjusted R ²	.625	.732
Maximum VIF	1.060	2.224

***p<.01, **p<.05, a Beta coefficients with standard errors

Table 3 presents the results of the OLS regression analysis relationship between the supply chain management accounting (SCMA) and business sustainability (BS). The result of hypotheses 1 is presented in Eq. 1, indicate that supply chain management accounting (SCMA) has an effect business sustainability (SCMA) ($\beta_1=0.613$, p<0.01). Thus, H1 is supported. Additional, the result of hypotheses 2 is presented in Eq. 2 indicate that antecedents namely, long-term vision (LTV) and proactive accounting practice (PAP) has



significant positive influence on supply chain management accounting (SCMA) ($\beta_4 = 0.401$, $p < 0.01$) and ($\beta_5 = 0.341$, $p < 0.01$) respectively. Thus, H2, H3 are supported. While it has no significant influence on the stakeholder external expected (SEE) on supply chain management accounting (SCMA). Thus, H4 is not supported. In addition, the results indicate that firm age has no significant relationship with supply chain management accounting (SCMA) and business sustainability (BS).

Discussion

This study highlights four hypothesis research. First, this study indicated that SCMA was significantly and positively affects related to BS. Consistent with Anderson and Dekker (2009ab); Fliegner (2015); Yong Woo Kim et al. (2016) who indicated that the modern concept of SCMA was essential for managers to focuses on the continuous improvement of all key a set of activities that a firm operating in a specific industry performs. The modern concept of SCMA can play be adapted to the development of a value chain model. SCMA can provide financial and non-financial information for value chain opportunities to facilitate the alternative development of value chain priorities. Furthermore, management accounting produce also seeks the challenges of problem-solving in a sustainable manner to generate continuing development. It is an important element for the incorporation of the objectives of sustainable development, namely social equity economic efficiency and environmental performance go together. Thus, Hypothesis 1 was supported.

Second, the results also presented a positive significant relationship between long-term vision and SCMA. It could explain that the long-term vision influenced an environment within determining and design the management accounting practices within an organization and generated the ability to change the business model. Consistent with Ozmen and Sumer, (2011); Revilla and Rodriguez, (2011); Komala, (2012), Chen, [Chi-hsiang](#). (2015) who indicated that the ability to think about or plan the future with imagination for organizations will to leads to methods for attaining objectives and goals. The vision can create business success that considering customer expectations and then defining product development directions will help create a distinctive look that can respond to customer needs. Moreover, this study can better demonstrate the impact of long-term vision the involvement of management accounting in implementing information systems and developing strategies for management accounting practices. Thus, Hypothesis 2 was supported.

Third, the finding found that proactive accounting practice was significantly and positively related to SCMA. Consistent with Delone and Mclean, 2003, Andersson et al., 2008 who indicated proactive accounting practice with the integration of the accounting process to collect, transform process, and disseminate reporting to use knowledge would help innovativeness development of management accounting. An accountant profession needs to become proactive internal business consultants, develop skills in the design and implementation of appropriate cost management systems, and eager to turn her/his



talent and visibility into a full-time career, become involved in business decision processes. Thus, Hypothesis 3 was supported.

Finally, the result revealed that stakeholder external expected was non-significantly related to SCMA. Thus, this study suggests that stakeholder external expected did not influential enough for development, support, and driver to SCMA. This finding is consistent with the contingency theory used to explain the principle that the organization has different characteristics and which was faced with different situations and requires a different way of managing them. Although the review in the past, will support in this context there are differences. The possible explanation is that SCMA design may be to focus on the internal environment or use inside-out strategies. In one perspective, stakeholder external is diverse in expectations, in which the accounting profession uses generally accepted accounting principles and conforms to accounting standards. Thus, organization general will be a response to those stakeholders through financial accounting implementation such as social responsibility disclosure, and transparent financial reporting (Gelb & Stawer, 2001; Mattingly, Harrast & Olsen, 2009). Thus, Hypothesis 4 was not supported.

For the two control variables, the results indicate that firm age has no significant relationship with supply chain management accounting (SCMA) and business sustainability (BS). It may imply that the number of years and the number of employees does not impact management accounting and the ability of ISO-certified firms.

Conclusion

The purpose of this study was to investigate the effect of SCMA on BS in the context of ISO 9000 manufacturing business in Thailand. Further, to investigate the effect of three an antecedent including long-term vision, proactive accounting practices and stakeholder external expected on SCMA. The results found that SCMA has a significant positive influence on BS. Meanwhile, long-term vision, proactive accounting practice has a significant positive influence on SCMA. Nevertheless, stakeholders external expected there is not a significant influence on SCMA.

Suggestion

1. Theoretical Contribution

This study makes a contribution to the literature by conceptualizing the new techniques of SCMA. Also, expand the existing knowledge that the SCMA is a key success leading to BS. Moreover, contingency theory explains that in a changing world of business the management accounting had to keep pace with changing business models. It is necessary to develop new management accounting practices or seeking a way different from traditional accounting practices. Moreover, to explain organization environment factors

that provided the important implications regarding the causal factors leading to the encouragement of supply chain management accounting.

2. Managerial Contribution

According to the study results, SCMA is considered important to help firm success business sustainability. Thus, an executive should be choosing management accounting techniques is appropriate and consistent with the value chain of a business model and environmental conditions impacting business performance. Moreover, the creation of SCMA was upon on organizational environment key factors including long-term vision and proactive accounting practice. The executive should focus on determining their long-term vision relates to the supporting mission, goal, and together of employees. Furthermore, emphasizes the integration and application of proactive accounting practice in order to development of SCMA.

Limitations and Directions for Future Research

This study has some limitations that should be mentioned. The first, the measurement of all constructs in this study is newly developed with some modifications, based on the literature review. However, the measurement is not an in-depth interview from the firm's practitioners. As a result, some constructs do not have significant influences. Future research should prove the generalizability of the study, future research may need to collect data from a different population or the new ISO 9001/2000 has appeared to be more in line with the TQM philosophy. Likewise, future research may a comparative study of different industries and different countries.

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