ENTREPRENEURIAL ORIENTATION ON BUSINESS SUCCESS THROUGH INNOVATION IN ACCOUNTING MANAGEMENT OF SMALL AND MEDIUM REAL ESTATE BUSINESSES IN THE NORTHEASTERN REGION

Chayakon Rodvinit\textsuperscript{1}  
Yanin Tangpinyoputtikhun\textsuperscript{2}

ABSTRACT

Purpose: This research investigates the role of effective organizational management, entrepreneurial orientation, and managerial accounting innovation in fostering business success among small and medium-sized enterprises (SMEs) in Northeastern Thailand's property development market.

Method: A quantitative research approach was employed, involving 400 entrepreneurs from real estate firms in Northeastern Thailand between January and March 2024. Data were collected using a questionnaire and analyzed using Confirmatory Factor Analysis (CFA) and Path Analysis through Structural Equation Modeling (SEM).

Results and Discussions: The findings indicate significant relationships between the variables. The CFA results revealed a $\chi^2$ value of 171.07 with degrees of freedom (df) = 61, yielding a $\chi^2$/df ratio of 2.804, below the threshold of 3. The Comparative Fit Index (CFI) was 0.927, while the Tucker-Lewis Index (TLI) was 0.910. The Root Mean Square Residual (RMR) was 0.058, and the Root Mean Square Error of Approximation (RMSEA) was 0.067.

Research Implications: In light of the rapidly evolving market conditions, SMEs in the real estate sector must prioritise adaptation and innovation to thrive in the post-COVID-19 crisis. Strategies focusing on entrepreneurial orientation and managerial accounting innovation can empower SMEs to capitalise on emerging opportunities and navigate challenges effectively.

Originality/Value: This study contributes valuable insights into the strategies and practices essential for SMEs in the real estate sector to achieve sustainable growth and resilience amidst the evolving market dynamics and challenges posed by the COVID-19 crisis.

Keywords: COVID-19 Crisis, Real Estate Sector, Organizational Management, Entrepreneurial Orientation, Managerial Accounting Innovation, SMEs, Northeastern Thailand.

RESUMO

Objetivo: Esta pesquisa investiga o papel da gestão organizacional eficaz, da orientação empreendedora e da inovação em contabilidade gerencial na promoção do sucesso empresarial entre pequenas e médias empresas (PMEs) no mercado de desenvolvimento imobiliário do nordeste da Tailândia.

Método: Foi empregada uma abordagem de pesquisa quantitativa, envolvendo 400 empreendedores de empresas imobiliárias no Nordeste da Tailândia entre janeiro e março de 2024. Os dados foram coletados por meio de questionário e analisados por meio de Análise Fatorial Confirmatória (CFA) e Análise de Caminho por meio de Modelagem de Equações Estruturais (SEM).

Resultados e Discussões: Os achados indicam relações significativas entre as variáveis. Os resultados da CFA revelaram um valor de $\chi^2$ de 171,07 com graus de liberdade (gl) = 61, produzindo uma razão $\chi^2$/gl de 2,804, abaixo...
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do limite de 3. O Índice de Ajuste Comparativo (CFI) foi de 0,927, enquanto o Índice de Tucker-Lewis (TLI) foi de 0,910. A raiz quadrada média do resíduo (RMR) foi 0,058 e a raiz quadrada média do erro de aproximação (RMSEA) foi 0,067.

Implicações da Investigação: À luz das condições de mercado em rápida evolução, as PME do setor imobiliário devem dar prioridade à adaptação e à inovação para prosperarem na crise pós-COVID-19. As estratégias centradas na orientação empreendedora e na inovação da contabilidade de gestão podem capacitar as PME para capitalizarem as oportunidades emergentes e enfrentarem os desafios de forma eficaz.

Originalidade/Valor: Este estudo contribui com informações valiosas sobre as estratégias e práticas essenciais para as PME do setor imobiliário alcançarem crescimento sustentável e resiliência em meio à evolução da dinâmica do mercado e aos desafios colocados pela crise da COVID-19.


ORIENTACIÓN EMPRESARIAL AL ÉXITO EMPRESARIAL A TRAVÉS DE LA INNOVACIÓN EN LA GESTIÓN CONTABLE DE LAS PEQUEÑAS Y MEDIANAS EMPRESAS INMOBILIARIAS DE LA REGIÓN NORESTE

RESUMEN

Propósito: Esta investigación investiga el papel de la gestión organizacional eficaz, la orientación empresarial y la innovación en contabilidad de gestión para fomentar el éxito empresarial entre las pequeñas y medianas empresas (PYME) en el mercado de desarrollo inmobiliario del noreste de Tailandia.

Método: se empleó un enfoque de investigación cuantitativa en el que participaron 400 empresarios de empresas inmobiliarias del noreste de Tailandia entre enero y marzo de 2024. Los datos se recopilaron mediante un cuestionario y se analizaron mediante análisis factorial confirmatorio (CFA) y análisis de ruta mediante modelado de ecuaciones estructurales (SEM).

Resultados y Discusiones: Los hallazgos indican relaciones significativas entre las variables. Los resultados del CFA revelaron un valor de χ2 de 171,07 con grados de libertad (gl) = 61, lo que arroja una relación χ2/gl de 2,804, por debajo del umbral de 3. El índice de ajuste comparativo (CFI) fue de 0,927, mientras que el índice de Tucker-Lewis (TLI) fue de 0,910. El residuo cuadrático medio (RMR) fue de 0,058 y el error cuadrático medio de aproximación (RMSEA) fue de 0,067.

Implicaciones de la Investigación: A la luz de las condiciones del mercado en rápida evolución, las PYMES del sector inmobiliario deben priorizar la adaptación y la innovación para prosperar en la crisis posterior a COVID-19. Las estrategias centradas en la orientación empresarial y la innovación en la contabilidad de gestión pueden empoderar a las PYME para capitalizar las oportunidades emergentes y afrontar los desafíos de manera eficaz.

Originalidad/Valor: Este estudio aporta información valiosa sobre las estrategias y prácticas esenciales para que las PYMES del sector inmobiliario logren un crecimiento sostenible y resiliencia en medio de la dinámica cambiante del mercado y los desafíos planteados por la crisis de COVID-19.

Palabras clave: Crisis de COVID-19, Sector Inmobiliario, Gestión Organizacional, Orientación Empreendedor, Innovación en Contabilidad Gerencial, Pymes, Nordeste de Tailandia.

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1 INTRODUCTION

The COVID-19 crisis brought about significant global challenges for the business, reshaping market dynamics, accelerating existing trends, and prompting stakeholders to adapt to a rapidly evolving environment (Klein and Weston 2020; Papamo and Naipinit 2024). The COVID-19 crisis has posed significant disruptions to construction projects, exacerbating delays, financial strain, and challenges in delaying timelines and budgets for developers and investors (Ullah and Sepasgozar 2020). Property Business refers to the buying, selling, leasing, and managing real estate properties for profit. Real estate development and management involves the commercial aspects of dealing with real estate assets, including residential, commercial, industrial, and land properties (Saputra and Ramadhan 2023).

SMEs real estate firms face a significant hurdle in their restricted cash flow, requiring more financial resources and capital access (Mayouf and Gilligan 2024; Soliman, Dorra, and Hosny 2024). Effective financial management and strategic planning are essential for SMEs to navigate uncertainties and ensure long-term success (Ben Hamadi and Fournès 2023; Sánchez-Ballesta and Yagüe 2024). During periods of crisis, the business owner assumes a pivotal role in steering the company through ambiguity, facilitating essential adaptations, and safeguarding the resilience and sustainability of the enterprise (Salih, Alsalhi, and Abou-Moghli 2024).

Entrepreneurial Orientation (ENO) empowers SMEs to leverage their inherent advantages, navigate challenges, capitalize on opportunities, and achieve long-term viability and success in the marketplace (Rukiko and Mambali 2024; Samuelsson et al. 2016). Entrepreneurs are characterized by their willingness to assume calculated risks in business endeavors, aiming for profitability and fulfillment (Johnson and Schaltegger 2020), fostering competitive advantage, and enhancing company performance (Kiyabo and Isaga 2020a, 2020b). Entrepreneurial orientation demonstrates innovative prowess and embraces risks to capitalize on market efficiencies (Arshad, Sulaiman, and Yusr 2023; Salih et al. 2024).

Managerial Accounting Innovation (MAI) facilitates entrepreneurial orientation by furnishing financial insights and instruments conducive to informed decision-making (Le, Nguyen, and Hoang 2020). Innovative accounting practices empower organizations to assess risks, evaluate opportunities, and strategically allocate resources, thereby fostering the thriving of the entrepreneurial spirit (Arseneault and Gagnon 2024; Pratama 2023). MAI enhances the organization's ability to identify and capitalize on new ventures, adapt to market changes, and

Business Success involves achieving predetermined goals and desired outcomes within the framework of organizational operations, encompassing aspects such as financial profitability, market leadership, customer satisfaction, innovation, sustainability, and overall growth (Hangl 2024; Puerta Gómez et al. 2024). The importance of business success generates financial returns for investors and contributes to economic growth, job creation, and community development. In a competitive market environment, achieving and sustaining business success is essential for long-term survival and prosperity in the real estate business (Hasayotin et al. 2024).

The demand for property development in Northeastern Thailand has increased due to the establishment of the new economic corridor and government supply chain route development. This region's strategic positioning along the supply chain route from China through the North-South Economic Corridor (NWEC) and from Myanmar to Vietnam through the East-West Economic Corridor (EWEC) amplifies its importance as a pivotal regional trade and investment hub (Tsuneishi 2007). Learning from successful companies that thrived during the COVID-19 crisis can provide valuable insights for SME property firms preparing for market demand. Successful companies have demonstrated agility by promptly adjusting their business models to meet evolving market demands and consumer behaviors.

SME property enterprises can fortify their operational strategies, innovate their service offerings, and effectively navigate uncertainties while seizing emerging opportunities in the post-pandemic landscape. Additionally, these firms enhance their competitiveness, distinguish themselves from competitors, and position themselves as preferred partners for investors and clients. Ultimately, this research contributes to the preparedness of SME property enterprises to capitalize on the escalating demand for property development in Northeastern Thailand and optimize their market success. The research sheds light on the COVID-19 crisis's impact on real estate, emphasizing adaptation and resilience among surviving firms and underscores the importance of effective organizational management for SMEs, particularly in fostering business success through entrepreneurial orientation and managerial accounting innovation. Additionally, the paper contributes valuable insights for SMEs looking to seize emerging opportunities in Northeastern Thailand's property development market.
2 LITERATURE REVIEW

2.1 ENTREPRENEURIAL ORIENTATION (ENO)

Entrepreneurial Orientation (ENO) is pivotal for the success and sustainability of SMEs, underscoring the significance of entrepreneurial behaviors and strategies (Gebert 2001). Entrepreneurial Orientation theory (EOT) contributes invaluable insights into fundamental entrepreneurial behaviors crucial for their success. In dynamic market environments, ENO encompasses essential components for prosperity, such as proactive behaviors, risk-taking awareness, autonomy, and competitive aggressiveness. Proactiveness enables SMEs to swiftly identify and capitalize on emerging opportunities, fostering innovation and adaptability. ENO advocates for calculated risk-taking to attain sustainable growth and competitive advantage to venture into new markets, allocate resources to research and development, and establish strategic alliances. Autonomy, another critical aspect of ENO, enables SMEs to make agile decisions, respond promptly to market dynamics, and capitalize on opportunities unhindered by bureaucratic constraints.

Additionally, Entrepreneurial Orientation encourages a culture of competitive assertiveness among SMEs, prompting them to actively seek market share through strategic initiatives such as proactive marketing and competitive pricing. Entrepreneurial Orientation facilitates the development of an entrepreneurial mindset crucial for navigating complexities and achieving sustained success and growth within dynamic business environments. This is particularly evident among business owners in SMEs, who differ in priorities from CEOs of listed companies (Chokpiriyawat and Nareejun 2024). This study centers on the concept, which comprises six dimensions: autonomy, innovation, risk-taking, business management, stability and learning orientation, and achievement orientation. These dimensions collectively define the entrepreneurial mindset and behaviors observed within organizations (Lumpkin 1996; Miller 1993).

Existing scholarly literature indicates that companies demonstrating elevated levels of ENO typically surpass their peers across diverse dimensions of business performance (Sharippudin, Mahadi, and Zakaria 2024). ENO significantly impacts business success and enables firms to seize opportunities, navigate challenges, and capitalize on emerging trends, driving sustainable success and superior performance (Hikmah, Ratnawati, and Darmanto 2023; Osei and Zhuang 2024). Understanding and harnessing entrepreneurial behaviors to
attain organizational excellence underscores the central importance of shaping the path to business success, offering valuable insights for academic researchers and business practice.

2.2 MANAGERIAL ACCOUNTING INNOVATION (MAI)

The primary objective of managerial accounting innovation is to facilitate informed decision-making by furnishing high-quality information. These principles encompass several vital facets. Firstly, effective communication channels are essential, providing comprehensive insights and wielding considerable influence, enhancing organizational performance. Secondly, providing pertinent and tailored information ensures optimal utilization for analysis and decision-making processes. Thirdly, rigorous analysis of the impact on organizational value is imperative in guiding strategic investment decisions. Lastly, the principles of stewardship, underscored by integrity and accountability in managerial accounting practices, engender trust among stakeholders. Upholding these principles fosters a culture of confidence within the organization, fostering a conducive business environment.

Managerial Accounting Innovation is vital for both business success and crisis management. It enhances decision-making by providing timely financial information and helps identify cost-saving opportunities, optimizing resource allocation. During crises, it enables businesses to assess their financial health quickly, implement cost-saving measures, and navigate through turbulent times more effectively. Overall, managerial accounting innovation contributes significantly to strategic planning, performance evaluation, and resilience in prosperous times and challenging situations.

Extensive scholarly literature underscores the profound influence of managerial accounting innovation on achieving business success. The groundbreaking Balanced Scorecard framework advocates for strategically aligning managerial accounting metrics with organizational objectives to drive success (Kaplan and Norton 1998). The potential for intrinsic value creation is inherent in managerial accounting practices (Ittner and Larcker 2001). Economic Value Added (EVA) as a performance improvement tool underscores its efficacy in enhancing business outcomes (Netto, Campos, and Lopes 2024; Teklay and Bobe 2024). The adoption of innovation and the advantages of management accounting practices further underscore their pivotal role in organizational success (Ax and Greve 2017). The nonfinancial performance measures into managerial accounting systems as a critical avenue for fostering sustained value creation (Vărzaru et al. 2022; Visedsun and Terdpaopong 2021). Many
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scholarly contributions underscore organizations’ need to embrace managerial accounting innovation as a cornerstone of their strategic endeavors to achieve enduring business success (Oyewo 2021; Sakun et al. 2021).

Managerial Accounting Innovation emphasizes the adept use of technology and available data to enhance managerial accounting processes. The innovation focuses on five dimensions: Planning, utilizing analytical data to establish appropriate objectives and strategies tailored to the business, Controlling, technology is leveraged to monitor and improve the efficiency of various processes, Directing to guide and motivate employees in alignment with the organization's objectives, Decision is analytical data aids in making accurate and reliable decisions, and Cost management, is emphasized to control expenses and maximize profitability effectively within the business (Limsuwansanon 2020).

2.3 BUSINESS SUCCESS (BNS)

Business Success refers to achieving favorable outcomes across multiple dimensions within a property venture. BNS encompasses financial performance, indicating consistent and sustainable revenue growth, profit margins, return on investment (ROI), and cash flow (Dadd and Hinton 2023). Where a real estate business holds a robust position within its target market, success extends to market positionings such as market share, brand recognition, and reputation for enterprises’ quality and reliability (Reddick and Ponomariov 2023). Customer satisfaction reflects the ability to provide high-quality properties and customer service to meet tenants' or buyers' needs and preferences (Suharto and Yuliansyah 2023; Wakjira and Kant 2023).

Successful real estate businesses demonstrate innovation and adaptability, staying abreast of industry trends, technological advancements, and changing consumer preferences to remain competitive and seize new opportunities (Ngoc et al. 2022). Moreover, sustainability plays a pivotal role, encompassing environmentally and economically sustainable practices such as energy-efficient buildings, sustainable development, and responsible resource management, all contributing to long-term success and viability (Gruenwald 2023; Seagraves 2024; Tan and Miller 2023).

A comprehensive understanding of the multifaceted dimensions of business success serves as a foundational cornerstone for strategic decision-making and operational efficacy. To fortify their competitive standing and ensure long-term viability, real estate enterprises must delve into critical facets, including financial performance, market positioning, customer
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satisfaction, innovation, adaptability, and sustainability. The foundational integration of principles into their operational framework and strategic endeavors leads to real estate ventures that can weather industry disruptions and emerge as leaders in a rapidly evolving real estate development and management landscape. Therefore, hypotheses 1-4 are proposed, and Figure 1 illustrates the research conceptual framework.

H1: Entrepreneurial orientation influenced Business success.

H2: Entrepreneurial orientation influenced Managerial accounting innovation.

H3: Managerial accounting innovation influenced Business success.

H4: Managerial accounting innovation mediates between entrepreneurial orientation and business success.

Figure 1
Conceptual framework

3 METHOD

This research collected data from small and medium-sized real estate enterprises in the Northeastern region of Thailand from January to March 2024. The sample size consisted of 400 respondents, representing enterprises wherein individuals held roles either as entrepreneurs or accounting managers. Employing a structured questionnaire, the study was partitioned into five distinct sections. The initial section entailed gathering general information concerning the real
estate enterprises, encompassing demographic details such as gender, age, marital status, education level, and average monthly income. Subsequently, the second section delved into further details regarding the real estate businesses, encompassing aspects like business structure, geographic location, registered capital, employee count, and business tenure. The third section evaluated perceived entrepreneurial orientation, comprising 30 items assessing facets such as self-efficacy, innovation, risk-taking propensity, managerial acumen, continuous learning inclination, and orientation towards success, utilizing a five-point Likert scale. Following this, the fourth section aimed to gauge perceived managerial accounting innovation, comprising 25 items exploring dimensions like planning, control mechanisms, decision-making processes, leadership style, and cost management practices. Lastly, the fifth section pertained to assessing business success, involving 15 items examining parameters like financial stability, responsiveness to customer needs, and employee morale, again utilizing a five-point Likert scale. The survey was tested with a sample size of 30 participants. The discriminant power of each dimension was evaluated using the item-total correlation technique, a recommendation suggesting that a discriminant power test surpassing 0.40 signifies acceptability. All items met this criterion (Nunnally and Bernstein 1994).

4 RESULTS

Most respondents are male, constituting 53.75%. The largest age group falls between 36 and 45 years, representing 39.50% of the respondents. Regarding marital status, most respondents are married or cohabitating, comprising 61.80% of the sample. Additionally, many respondents hold a bachelor's degree, accounting for 56.80% of the total. Concerning average monthly income, the highest percentage falls within the 40,001-to-60,000-baht range, with 43.50% of respondents reporting income within this bracket. Regarding business format, the most prevalent category is a general or limited partnership, representing 56.30% of the respondents. Regarding registered capital, most respondents reported capital between 1,000,001 and 5,000,000 baht, constituting 54.50% of the sample. Furthermore, most businesses have 20 or fewer employees, accounting for 40.75% of the respondents. Finally, regarding business duration, most respondents have been in operation for 6 to 10 years, representing 42.75% of the total sample. See Table 1.
Table 1

Sample characteristics

<table>
<thead>
<tr>
<th>Items</th>
<th>Frequency (n)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>215</td>
<td>53.75</td>
</tr>
<tr>
<td>Female</td>
<td>185</td>
<td>46.25</td>
</tr>
<tr>
<td>Age</td>
<td></td>
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</tr>
<tr>
<td>Less than 25 years</td>
<td>11</td>
<td>2.80</td>
</tr>
<tr>
<td>Between 26 – 35 years</td>
<td>80</td>
<td>20.00</td>
</tr>
<tr>
<td>Between 36 - 45 years</td>
<td>158</td>
<td>39.50</td>
</tr>
<tr>
<td>Between 46 - 55 years</td>
<td>132</td>
<td>33.00</td>
</tr>
<tr>
<td>Above to 56 years</td>
<td>19</td>
<td>4.80</td>
</tr>
<tr>
<td>Marital Status</td>
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<td></td>
</tr>
<tr>
<td>Single</td>
<td>104</td>
<td>26.00</td>
</tr>
<tr>
<td>Married/ Cohabitating</td>
<td>247</td>
<td>61.80</td>
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<td>Divorced/Separated/Widowed</td>
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<td>12.30</td>
</tr>
<tr>
<td>Education Level</td>
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<td></td>
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<tr>
<td>Below Bachelor's Degree</td>
<td>22</td>
<td>5.50</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>227</td>
<td>56.80</td>
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<tr>
<td>Above Bachelor's Degree</td>
<td>151</td>
<td>37.70</td>
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<tr>
<td>Average Monthly Income</td>
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<td>Less than 20,000 baht</td>
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<td>3.30</td>
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<tr>
<td>Between 20,001 – 40,000 baht</td>
<td>60</td>
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<td>Between 40,001 - 60,000 baht</td>
<td>174</td>
<td>43.50</td>
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<tr>
<td>Between 60,001 - 80,000 baht</td>
<td>84</td>
<td>21.00</td>
</tr>
<tr>
<td>80,001 baht and above</td>
<td>69</td>
<td>17.30</td>
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<tr>
<td>Business Format</td>
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<td></td>
</tr>
<tr>
<td>Sole</td>
<td>38</td>
<td>9.50</td>
</tr>
<tr>
<td>Sole proprietorship, Limited Company</td>
<td>3</td>
<td>0.80</td>
</tr>
<tr>
<td>General Partnership/ Limited Partnership</td>
<td>225</td>
<td>56.30</td>
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<tr>
<td>Limited Company</td>
<td>129</td>
<td>32.3</td>
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<tr>
<td>Other</td>
<td>5</td>
<td>1.10</td>
</tr>
<tr>
<td>Registered Capital</td>
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</tr>
<tr>
<td>Less than 1,000,000 baht</td>
<td>39</td>
<td>9.75</td>
</tr>
<tr>
<td>Between 1,000,001 - 5,000,000 baht</td>
<td>218</td>
<td>54.50</td>
</tr>
<tr>
<td>Between 5,000,001 – 10,000,000 baht</td>
<td>104</td>
<td>26.00</td>
</tr>
<tr>
<td>More than 10,000,000 baht</td>
<td>39</td>
<td>9.75</td>
</tr>
<tr>
<td>Number of Employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 20 Employees</td>
<td>163</td>
<td>40.75</td>
</tr>
<tr>
<td>21 – 40 Employees</td>
<td>92</td>
<td>23.00</td>
</tr>
<tr>
<td>41 - 60 Employees</td>
<td>47</td>
<td>11.75</td>
</tr>
<tr>
<td>Above 61 Employees</td>
<td>98</td>
<td>24.50</td>
</tr>
<tr>
<td>Business Duration</td>
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<td></td>
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<tr>
<td>Less than 5 years</td>
<td>71</td>
<td>17.75</td>
</tr>
<tr>
<td>Between 6-10 years</td>
<td>171</td>
<td>42.75</td>
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<tr>
<td>Between 11-15 years</td>
<td>113</td>
<td>28.25</td>
</tr>
<tr>
<td>Above 16 years</td>
<td>45</td>
<td>11.25</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The normality assessment was conducted using skewness and kurtosis, with values falling within the acceptable range of -2 to 2, as suggested by Tabachnick and Fidell (Tabachnick and Fidell 2007). The results of the final normality test indicated skewness ranging from -0.871 to -1.367 and kurtosis ranging from 0.605 to 1.766. Regarding multicollinearity,
which could potentially impact path coefficients, cautioned that minimal variance inflation factors (VIF) should ideally be below 10 (Kock and Lynn 2012). The collinearity test revealed VIF values between 2.67 and 2.85 for all constructs, indicating acceptability according to the recommendation period.

### Table 2
Summary of results and hypothesis testing

<table>
<thead>
<tr>
<th>Hypothesized Relationships</th>
<th>Standardized Estimates</th>
<th>t-values</th>
<th>Hypothesis Supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: ENO &gt; MIA</td>
<td>.019</td>
<td>0.162</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H2: MIA &gt; BNS</td>
<td>.713*</td>
<td>6.188</td>
<td>Supported</td>
</tr>
<tr>
<td>H3: ENO &gt; BNS</td>
<td>.740*</td>
<td>9.731</td>
<td>Supported</td>
</tr>
<tr>
<td>H4: ENO &gt; MIA &gt; BNS</td>
<td>.528*</td>
<td>5.058</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Squared Multiple Correlation (R²):
- Managerial accounting innovation: .28
- Business success: .51

Model Fit Statistics:
- Fit indices: χ²/df = 2.804, p<0.001, CFI = 0.927, TLI = 0.910, RMSEA = 0.067, and RMR = .058.

Note: *p<.05

### Figure 2
Path Analysis

The findings regarding model fit revealed χ²/df = 2.804, GFI =.934, CFI =.978, RMSEA = .049, SRMR = .023 (Hair et al. 2019). The hypothesis testing indicates no significant influence of ENO on MIA (Beta = .019, t-value = 0.162, p>.05). Therefore, Hypothesis 1 is rejected. However, MIA significantly impacts Business Success (BNS) (Beta = .713*, t-value
= 6.188, p<.001), thereby supporting Hypothesis 2. Furthermore, ENO significantly positively affects BNS (Beta = .740*, t-value = 9.731, p<.001), corroborating Hypothesis 3. Additionally, the joint influence of ENO and MIA on BNS is statistically significant (Beta = .528*, t-value = 5.058, p<.001), thus confirming Hypothesis 4. The Squared Multiple Correlation coefficients indicate that MIA explains 28% of the power of predictor (R²), while BNS accounts for 51% of R². The AMOS output is illustrated in Figure 2.

5 CONCLUSION

The study's findings shed light on the relationship between entrepreneurial orientation, managerial accounting innovation, and business success within the context of SMEs in the Northeastern region of Thailand. ENO significantly influenced MIA (H1). ENO does not directly impact BNS (H3), but MIA does (H2). MIA is fully mediated between ENO and BNS (H4). These results highlight the importance of fostering innovative accounting practices on entrepreneurial behaviors and enhancing SMEs' overall success and performance.

6 DISCUSSION

The significant positive influence of MIA on BNS underscores the crucial role of adopting innovative accounting practices in driving SMEs' performance and competitiveness. This finding aligns with previous research emphasizing the importance of leveraging technology and data-driven approaches to enhance managerial decision-making and operational efficiency in the modern business landscape (Abid, Ceci, and Aftab 2023). Moreover, the substantial impact of ENO on BNS emphasizes the significance of cultivating an entrepreneurial mindset and fostering a culture of innovation within SMEs (Adeniyi, Gamede, and Derera 2024; Bachmann et al. 2024). ENO's positive effect on BNS highlights the importance of proactive strategies, risk-taking propensity, and adaptability in navigating dynamic market environments and seizing growth opportunities effectively (Jamil 2023). Furthermore, the study's confirmation of the joint influence of ENO and MIA on BNS underscores the complementary nature of entrepreneurial behaviors and innovative accounting practices in driving SMEs' success. This emphasizes the need for SMEs to integrate entrepreneurial thinking with advanced accounting techniques to achieve sustainable growth.
and competitiveness in today's rapidly evolving business landscape (Ademilua et al. 2022; Urban and Maphumulo 2022).

6.1 THEORETICAL CONTRIBUTION

This study contributes to theoretical literature by highlighting the interdependence between ENO and MIA in driving BNS within SMEs. By emphasizing the complementary nature of entrepreneurial behaviors and innovative accounting practices, the study underscores the importance of integrating ENO principles with advanced accounting techniques to enhance SMEs' performance and competitiveness.

The findings provide valuable insights into the mechanisms through which ENO and MIA jointly influence BNS. The significant impact of both ENO and MIA on BNS is demonstrated individually and synergistically, which enhances our understanding of the complex relationship between entrepreneurial orientation, accounting innovation, and business success. Finally, this contributes to the theoretical advancement of Entrepreneurial Orientation Theory by elucidating the role of managerial accounting innovation as a facilitator of entrepreneurial success within SMEs.

6.2 MANAGERIAL IMPLICATIONS FOR SMES

The study offers practical implications for SMEs seeking to enhance their performance and competitiveness. With the discovery of the importance of ENO and MIA in driving BNS, SMEs can develop strategic initiatives to foster entrepreneurial behaviors and implement innovative accounting practices. This contribution guides SMEs in leveraging their entrepreneurial orientation to effectively harness the benefits of managerial accounting innovation, ultimately leading to improved business outcomes and sustained success.

6.3 LIMITATIONS

This study includes a relatively small sample size focused on SMEs in a specific geographic region, potentially limiting the generalizability of the findings. Future research could address these limitations by employing more extensive and diverse samples, utilizing longitudinal designs, exploring mediating and moderating factors, conducting comparative
studies across industries and regions, and incorporating qualitative research methods to provide deeper insights into the ENO-MIA-BNS relationship.

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