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Role of Strategic Management Accounting In Decent Work And Economic Growth In The Context Of Sustainable Development Goals (SDGs)

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ABSTRACT
Purpose: *This investigation aims to examine the function of strategic management accounting in supporting the achievement of Sustainable Development Goal (SDG) number 8, which emphasizes economic progress and good jobs.* ***Methodology:*** *This study employs a literature review methodology from various national and international journals to analyze the connection between sustainable development objectives and strategic management accounting procedures.* ***Results:*** *The results of the analysis show that strategic management accounting has an important contribution in creating an economic system that is transparent, accountable, and free from corruption. The strategic function of accounting is not only limited to financial reporting, but contributes to planning, controlling, and evaluating policies that encourage increased labor productivity and community welfare.* ***Findings:*** *Through the integration of financial, social, and environmental information, strategic management accounting can be a tool for policy formulation and decision-making that is in line with the principles of sustainability.* ***Novelty & Originality:*** *The novelty of this study lies in its systematic synthesis of strategic management accounting practices within the framework of SDG 8, an integration that has received limited attention in prior literature. Its originality emerges from the comprehensive examination of how accounting mechanisms can serve as drivers for decent work, competitiveness, and sustainable economic expansion in the Indonesian context.* ***Conclusions:*** *Thus, strategic management accounting serves as a major driver for achieving decent work, increased competitiveness, and sustainable, equitable economic expansion in Indonesia.* ***Type of Paper:*** *This paper is a systematic literature review paper.*

INTRODUCTION

On September 25, 2015, the United Nations unveiled a worldwide project known as the Sustainable Development Goals (SDGs). This program includes 17 goals and 169 measurable targets to be achieved (Yanto et al., 2024). This program seeks to eradicate poverty, safeguard the environment, and enhance the standard of living and opportunities for communities worldwide (Gutiérrez-Ponce & Wibowo, 2023). n 2017, Government Regulation No. 59, published by Indonesia, includes a pledge to assist in achieving the SDGs by 2030. The parties participating in this endeavor, aside from the central government, are described in Article 1. In the same year, the Indonesian government also released the Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017, which regulates the use of sustainable finance for listed enterprises, issuers, and financial service institutions. Nordjo et al. (2025) ote that concern for decent work issues is increasing because many workers, both in the formal and informal sectors, live in uncertain and unsafe working conditions. The Ministry of Manpower (Kemnaker) reports that the number of workers affected by layoffs in Indonesia reached more than 18,000 in the first two months of 2025. Based on data from the Ministry of Manpower's Satu Data Ketenagakerjaan website, the number of people laid off reached 18,610 as of February 2025. This figure has increased nearly sixfold from January, when there were 3,325 layoffs (Aprilia, 2025). As of February 2025, the Central Statistics Agency (BPS) reported that there were around 86.58 million informal workers in Indonesia, or 59.40 percent of the working population. This means that more than half of Indonesia's workforce depends on jobs that do not guarantee adequate legal and social protection. Informal workers include self-employed workers, workers assisted by temporary workers, family workers, unpaid workers, and freelance workers (Yohan, 2025). In terms of economic growth, according to data from the Central Statistics Agency (BPS), Indonesia's economy grew by 4.87 percent annually in the first quarter of 2025, which was slower than the 5.02 percent growth in the fourth quarter of 2024 and the 5.11 percent growth in the first quarter of 2024. The first quarter's slowdown in Indonesia's economic development was caused by a 1.38 percent decline in government consumption (Shaid, 2025).

This situation has caused some people to fall into the category of “working poor,” or poor workers, who are those who work but still live in poverty. This is due to various problems, such as excessive little pay, and long hours, lack of health insurance and maternity benefits, poor working conditions, unilateral changes to employment contracts, and discrimination based on gender, ethnicity, and social class. The Sustainable Development Goal (SDG) 8 Decent Work and Economic Growth is connected to these concerning problems. SDG 8 seeks to advance sustainable and inclusive economic growth, employment creation, and fair employment opportunities for all people (Braganza et al., 2021). Goal 8 of the Sustainable Development Agenda (SDG) highlights initiatives to support full and productive employment, decent work for all, and inclusive and sustainable economic growth. According to Shabrina & Asa (2025) by understanding SDG 8, businesses and communities can prioritize business strategies that are not only profit-oriented but also take into account social and environmental sustainability.

Because SDG 8 is directly tied to other goals like eradicating hunger and poverty, fostering justice, peace, and robust institutions; lowering inequality; enhancing health and wellbeing; and attaining gender equality, and providing high-quality education, its accomplishment is crucial (Chahal & Rani, 2024). he main focus of this goal is to ensure that workers have a safe and secure working environment, while reducing the number of unstable jobs. According Ramadhan et al. (2022), one thing that employers can focus on is providing decent work, as this can encourage economic growth in the community. This also includes opportunities for skills development, protection of workers' rights, and fair working conditions.

Organizations and politicians now view and evaluate performance in a completely different way according to the Triple Bottom Line (TBL) concept in sustainable development. More than just conventional economic achievements, this concept combines economic, social, and environmental aspects, forming a three-pillar framework used to assess the effects of business choices over time (Nica et al., 2025). Accounting acts as an information bridge between a company's business activities and the information needs of stakeholders related to sustainable development (Kartika & Indrabudiman, 2025). In its application, Aprilia et al. (2023) state that strategic management accounting practices are related to factors that form the basis for management in applying them according to strategic needs, thereby supporting sustainability and providing strategic information on company activities.

Strategic management accounting is part of management transformation that emphasizes relevance and its ability to reflect the complexity of the business environment (Hartati et al., 2020). The demand for a more accurate costing system that can provide a comprehensive overview is increasingly urgent, thereby encouraging the emergence of new, more adaptive management practices. According to Ramadhan et al. (2022) management of strategy financial is the act of locating, gathering, classifying, and assessing financial data to help management make and assess strategic choices. Management of strategy Accounting is crucial for supporting business operations decision-making processes and for examining a range of strategic concerns by managing financial data inside the company and determining how actions will affect the long run (Sari & Astawa, 2021).

Based on this explanation, the author wants to acquire a more profound comprehension of how strategic management accounting can have a real impact on the achievement of SDG 8, namely

Decent Work and Economic Growth. This study aims to examine various challenges in the application of strategic management accounting as a supporting factor for improving company business performance, while also providing recommendations for improving decent work in economic growth. Therefore, the results of this study are expected to make a real contribution to the development of more effective, adaptive, and sustainable strategic management accounting practices in supporting business performance.

METHOD

By using a literature review strategy centered on the Sustainable Development Goals (SDGs), specifically goal number 8, which is Decent Work and Economic Growth, this study employs a qualitative descriptive methodology. The research process involves collecting theories and information from several sources, including books, journal articles, and previous research results, which are used as references to answer the problems being studied. After all the data was collected, the analysis was carried out by grouping the information according to relevant themes, such as the basic concepts of SDGs and their implementation in relation to fair labor and economic development.

RESULTS AND DISCUSSION

Goal 8: Decent Work and Economic Growth is one of the Sustainable Development Goals (SDGs), and strategic management accounting is particularly important to reaching this goal. The findings of a review of many earlier research addressing sustainable development objectives and the function of strategic management accounting are as follows:

Table. 1. Research sustainable development objectives and the function of strategic management accounting

No	Research Title	Researchers & Year of Research	Research Results
1	From "Decent work and economic growth" to "Sustainable work and economic degrowth": a new framework for SDG 8	Halliki Kreinin & Ernest Aigner (2022)	In order to guarantee the supply of welfare that is independent of economic development, the primary new contribution of this article consists of new measures to gauge society's reliance on economic growth.
2	Examining the relationship between economic development, financial inclusion, and decent work: A research in line with SDG 8	Chokri Zehri, Bendahmane Mohammed El Amin, Amina kadjac, Zgarni Inaam, dan Habib Sekrafi (2024)	Economic growth is enhanced by a favorable work environment and greater accessibility to digital financial services. In high-income nations, where faster economic development is possible, the synergistic effects of these SDG 8 components are more noticeable.
3	Economic Growth and Employment Levels in Sustainable Development Goals	Ariesta Kaka Haibah, Dinda Azzahra Shaumi Yusuf, dan Risti Kamelia Aryanti (2024)	The economy of a region develops in line with population growth and technological advances. When the economy of a region improves, people can obtain jobs and decent wages.

No	Research Title	Researchers & Year of Research	Research Results
4	Evaluation of Good Corporate Governance (GCG) Implementation to Achieve Decent Work at PT Indo Gunta in Support of SDG 8	Franciska Diah Ayu Noviana dan Muhammad Dwiki Akbar (2025)	The quality of decent work is greatly improved by the use of GCG principles including accountability, openness, and fairness. GCG is a crucial technique for establishing a more equal, healthy, and inclusive workplace.
5	Implementation of Factors Driving the Sustainable Development Program Point 8 Efforts to Promote Inclusive and Sustainable Economic Growth in Central Kalimantan	Depy Rizkika Indria Sutrisno, Alexandra Hukom, dan Dicky Perwira Ompusunggu (2023)	The importance of implementing various driving factors to achieve inclusive and sustainable economic growth, namely through policy support, investment in human resources, access to capital, infrastructure development, and private sector development.
6	The Contribution of Accountants in the Implementation of Sustainable Development Goals (SDGs) in Indonesia	Yulita Sirinti Pongtambing , Rafika Uksi, Esther S Manapa, Eliyah A M Sampetoding, dan Siti Pitrianti (2024)	Transparency in management, openness, and integrity are key to supporting the achievement of the SDGs. Accountants play a role in increasing transparency in financial management and preventing corruption in organizations. They can also be models of integrity for students and the general public.
7	The Sustainable Development Goal 8 states that increasing productivity is necessary to achieve decent work and economic growth	Vivi Marietha Ponto (2023)	Employers' provision of fair compensation and other elements that support workers' welfare supports decent work. Productivity will increase as a result, propelling economic expansion.

Source: Processed data, 2025

The study's findings, which are displayed in the above table, provide a summary of how well the Sustainable Development Goals (SDGs) have been met, with particular attention to target 8, which is decent work and economic development. This report describes several initiatives and tactics used to boost worker productivity and establish an open, responsible, and corruption-free economic system.

Decent work is the foundation for achieving inclusive, productive, and sustainable economic development according to the eighth Sustainable Development Goal (SDG). Kreinin & Aigner (2022) emphasize that decent work is very important because it is fundamental to sustainability goals, including the social and environmental aspects of work in line with the 2030 agenda. Economic growth can be measured by GDP to assess the welfare of society. SDG 8 aims to decrease poverty and inequality in a number of nations by emphasizing economic growth and meaningful jobs. A good living will be provided while lowering the incentive to accept unethical labor through policies like universal basic services or even income, decreased working hours and job sharing, and voluntary employment guarantees.

Zehri et al. (2024) support this viewpoint and draw attention to adverse working circumstances that lead to a fall in economic growth, such as the prevalence of informal labor and the existence of young people who are not enrolled in school, employed, or receiving training. The significance of having productive workers in respectable conditions highlights the vital link between a nation's economic development and greater real GDP growth per person employed. This is evident in that poor working conditions reduce job satisfaction and worker commitment, resulting in decreased efficiency and output, and ultimately hampering productivity. In addition, high employee turnover results in higher recruitment and training costs for companies, thereby hindering innovation and economic progress. Priorities for policies that provide job stability, equitable pay, and chances for personal advancement in order to formalize and enhance acceptable working conditions have important policy ramifications for fostering economic growth.

The study by Haibah et al. (2024) states that in supporting sustainable goals, decent work can be provided to all groups, such as age, gender, physical condition (disability), and so on. This can create a correlation with economic growth. By implementing a good 3-pillar sustainable development strategy, it is possible to create more decent job opportunities, increase productivity and competitiveness, thereby reducing the unemployment rate. The higher the economic growth rate, the greater the correlation with a decrease in unemployment and an increase in labor absorption. The government and private companies play a role in SDG 8 by working together in a holistic approach to economic growth that has social, environmental, and economic impacts. Thus, the rate of economic growth will have a positive effect on employment opportunities. This will have an even broader effect on the country because it will send a positive signal to domestic and foreign investors.

Noviana & Akbar (2025) emphasize the importance of sustainable economic growth with decent and productive work for all. Decent work includes aspects of adequate income, safe working conditions, and social protection. In their research, they apply the principles of Corporate Governance (GCG) with policies that support fair treatment of employees, effective risk management, and sustainable business practices in improving the achievement of SDG 8. This can increase the added value of human resource quality, which has an impact on the company through employee performance. This provides a link between economic growth and decent work in companies that focus on sustainable goals by collaborating with GCG principles.

The findings of the study Sutrisno et al. (2023) reveal that limited natural resources, inflation, and a lack of employment opportunities greatly affect Indonesia's economic growth rate, which is still below 6%. This can be addressed by several factors, namely: 1) Creating policies that support inclusive and sustainable economic growth by strengthening sectors that can provide decent jobs and generate better income for the community; 2) Investing in education, training, and health to increase labor productivity; 3) Strengthening the financial sector and providing easier access to finance for the community; 4) Investing in infrastructure through the construction of roads, bridges, ports, and airports to increase productivity and strengthen connections between regions; and 5) Developing a private sector that is socially and environmentally responsible can strengthen the relationship between the private sector and the community.

Research conducted by Pongtambing et al. (2024) highlights how crucial strategic management accounting is to government and commercial organizations' commitment to both short- and long-term financial sustainability. In SDG number 8 related to decent work and economic growth, the role of strategic management accounting focuses on transparency, satisfaction, corruption, and trust. This has a close correlation in that increasing economic growth can automatically have a positive effect on decent work. The accounting profession can optimize opportunities and make good plans to improve people's welfare with a system that is implemented as a benchmark for success in sustainability related to decent work and economic growth. Not only that, the collaborative role of all parties, including regional financial institutions and accounting professional organizations, also supports the success of sustainability in a transparent, accountable, and corruption-free manner.

Ponto (2023) in research related to SDG 8 emphasizes that sustainable development can provide long-term economic prosperity. Every private and government company must apply the principles of sustainable development that are planned to create jobs that will generate profits on the products produced. Decent work is one of the keys to success in sustainable development goals. Decent work is supported by strategic pillars such as income, community welfare, and the environment. In this case, equal income and productive work are important for decent work. In addition, increasing productivity will lead to economic growth. This correlation relates to economic growth with the level of decent work productivity, which increases people's income and purchasing power. This study uses BPS data on the real estate sector, which has promising prospects, aided by the government, which has made policies to support the success of sustainable development goals.

Reviews of various previous studies show that decent work is a key factor in achieving inclusive and in accordance with the Sustainable Development Goals (SDGs), sustainable economic growth. The overall results of the study confirm that fair and productive working conditions not only ensure social welfare, but also promote national economic stability through increased GDP and improved global competitiveness. Success in achieving decent work and inclusive economic growth is highly dependent on effective and efficient resource management through planning, organizing, controlling, and evaluating based on sustainable principles. Putri (2025) explains that strategic management accounting serves to provide critical information that supports the formulation of effective corporate strategies and public policies. For example, in human resource planning, capital allocation, risk, and performance measurement that includes social and environmental aspects. Thus, strategic management is not only about setting directions, but also managing the implementation of strategies based on data generated from the strategic management accounting process.

Strategic management accounting in integrating financial, social, and environmental data enables more effective strategic decision-making oriented towards sustainable development. Collaboration between various stakeholders is the basis for transparent, accountable governance that is free from corrupt practices. This makes it possible to allocate resources optimally and implement workforce training and MSME empowerment initiatives more successfully, enhancing the cooperation between the public and commercial sectors in fostering economic growth and good job prospects (Ramadhan et al., 2022). In addition to promoting a favorable investment climate, the effective use of strategic management accounting in support of SDG 8 will improve the company's standing with the public and government. Thus, strategic management accounting is not only a reporting tool but also plays a strategic role in the planning, control, and evaluation of economic and social sustainability holistically. This includes monitoring the implementation of policies related to decent work, analyzing productivity and job satisfaction data, and overseeing corruption risks that could undermine economic growth. All of this ensures that the SDGs' goals of decent work and economic growth can be achieved effectively and sustainably through a strong and systematic management system.

CONCLUSION

The creation of good jobs for everyone depends on the promotion of wide and sustainable economic growth, which is a key component of Sustainable Development Goal (SDG) 8. Decent employment conditions encompass several aspects that need to be considered, such as appropriate wages, social protection, and a structured work environment, which can increase economic productivity across the board. This will have a significant correlation with long-term economic growth, as the goals of sustainable development are effectively pursued. Strategic management accounting practices that focus on transparency, integrity, and accountability can create sound and competitive economic governance. The application of governance principles and in order to assist the establishment of respectable and effective working conditions, cooperation between the public and private sectors, financial institutions, and professional accounting associations is crucial. Through a data-driven strategic approach and sustainability reporting, strategic management accounting can help management identify opportunities, optimize resources, and comprehensively measure social and economic impacts. Therefore, success in achieving decent work and sustainable economic growth depends not only on government policies, but also on the effective implementation of strategic management accounting systems as tools for control, planning, and supervision in inclusive and equitable national development.

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