

Table 6. 3 Latent and observed variables measurements			
Latent variable	Observed variable	Measurements= Survey questions	Literature (adapted from)
1. Cost System Sophistication(CSS)	Assigning indirect costs to products or services.(CSS1)	A1	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Al-Omiri, 2003
	How many cost centres assign indirect costs to products or services (1 st stage) (CSS2)	A2	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Al-Omiri, 2003
	How many diverse types of indirect cost allocation recovery methods in the 2 nd stage (CSS3)	A3	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Al-Omiri, 2003
2. Adequacy of resources or Perceived Adequacy of Resources (AR or PAR)	Upper management provided adequate resources for implementation and use of ABC (AR1)	B8n	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Al-Omiri, 2003;
	Adequate training provided for using ABC (AR2)	B8u	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Al-Omiri, 2003;
	Adequacy of resources to invest in management accounting innovation(AR4)	D8c	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Al-Omiri, 2003;
3. Management knowledge (MK)	Knowledge and awareness data from ABC model provided accurate assessment of costs (MK1)	B8e	Bjørnenak (1997) ; Chongruksut (2002); Drury & Tayles, 2005; Al-Omiri & Drury, 2007;
	Knowledge and awareness of ABC information is widely used within our firm for special cost studies(MK2)	B8i	Bjørnenak (1997) ; Drury & Tayles, 2005; Al-Omiri & Drury, 2007;
	Managers are knowledgeable about ABC information(MK3)	B8l	Bjørnenak (1997) ; Drury & Tayles, 2005; Al-Omiri & Drury, 2007;
	Management knowledge and awareness of management accounting innovation(MK4)	D8b	Bjørnenak (1997) ; Drury & Tayles, 2005; Al-Omiri & Drury, 2007;
4. Management support (MS)	ABC receives dedicated support from managers(MS1)	B8j	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Wessels & Shotter, 2000; Morrow & Connolly, 1994; Shields (1995), Innes & Mitchell (1995)
	Support for ABC in this company is widespread (MS2)	B8K	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Wessels & Shotter, 2000; Morrow & Connolly, 1994; Shields (1995), Innes & Mitchell (1995)
	Support from departments outside accounting for ABC success(MS3)	B8p	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Wessels & Shotter, 2000; Morrow & Connolly, 1994; Shields (1995), Innes & Mitchell (1995)
	Management support for management accounting innovation system(MS4)	D8a	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Wessels & Shotter, 2000; Morrow & Connolly, 1994; Shields (1995), Innes & Mitchell (1995)
5. Uncertainty avoidance(UA)	Level of avoidance of uncertainty with the outcomes of innovation(UA1)	D8f	Hofstede (1991, 1984), Noravesh <i>et al.</i> (2007), Nagirikandalage & Binsardi (2017) ; Drury & Tayles, 2005
6. Size (SIZE)	Annual Sales revenue (SIZE1)	D2a	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Bjornenak, 1997; Askarany <i>et al.</i> , 2010
	Number of employees (SIZE2)	D2c	Drury & Tayles, 2005; Al-Omiri & Drury, 2007; Bjornenak, 1997; Askarany <i>et al.</i> , 2010
7. Organization performance			
Use of cost system sophistication(UCS)	Use of cost system in cost management (to assign cost for decision making)(UCS1)	B4a	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell, 1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007;

	Use of cost system in cost management (use for cost management)(UCS2)	B4b	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Use of cost system in cost management (determining the cost of products for use in cost plus pricing)(UCS3)	B6e	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Use of cost system in cost management (in cost management) (UCS4)	B6i	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
Satisfaction with the costing system (SCS)	Satisfaction with costing system (improving decision making)(SCS1)	B5	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Satisfaction with costing system (right tool)(SCS2)	B8a	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Satisfaction with costing system (overall benefit)(SCS3)	B8b	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Satisfaction with costing system (good thing for our company)(SCS4)	B8c	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Satisfaction with costing system (ABC information has had a noticeable impact on our company)(SCS5)	B8g	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
Use of costing system in decision making (UCSDM)	Usage of costing system in decision making (stock valuation) (UCSDM1)	B6a	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Usage of costing system in decision making (product or service discontinuation decision)(UCSDM2)	B6b	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Usage of costing system in decision making (product mix decisions)(UCSDM3)	B6c	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Usage of costing system in decision making (outsourcing decisions)(UCSDM4)	B6d	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Usage of costing system in decision making (new product or services overview decisions)(UCSDM5)	B6f	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Usage of costing system in decision making (profitability analysis)(UCSDM6)	B6h	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
	Usage of costing system in decision making (budgeting)(UCSDM7)	B6j	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007

	Usage of costing system in decision making (activity performance measurement and improvement)(UCSDM11)	B6k	Foster & Swenson, 1997; Shields, 1995; Lukka & Granlund,1994; Innes & Mitchell,1995; Krumwiede,1997; Gosselin,1997; Drury & Tayles, 2005; Al-Omiri & Drury, 2007
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