

The Impact of Cloud-Based Accounting Implementation, Firm Size, and Human Resource Quality on Operational Efficiency in Indonesia's Food and Beverage Industry

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Abstract. This study examines the impact of cloud-based accounting implementation, firm size, and human resource quality on operational efficiency in Indonesia's food and beverage industry listed on the Indonesia Stock Exchange during the 2021–2024 period. The study employs a quantitative explanatory approach using panel data regression analysis. Secondary data were collected from annual reports, sustainability reports, and financial statements of 10 companies, resulting in 40 observations. Operational efficiency was measured using the Operating Expense Ratio (OER), while cloud-based accounting implementation was assessed through content analysis of annual report disclosures. Firm size was measured using the natural logarithm of total assets, and human resource quality was proxied by employee training hours. The results indicate that cloud-based accounting implementation significantly affects operational efficiency. However, the positive coefficient on OER suggests that cloud-based accounting implementation is associated with lower operational efficiency during the observation period. Firm size and human resource quality do not individually have significant effects on operational efficiency. Simultaneously, all independent variables significantly influence operational efficiency. The findings suggest that digital accounting transformation may initially increase operational costs due to implementation and adjustment processes before generating long-term efficiency benefits.

Keywords: cloud accounting, cloud computing, firm size, training hours, operational efficiency.

INTRODUCTION

Operational efficiency has become one of the most important determinants of organizational competitiveness and sustainability in today's rapidly evolving business environment. Companies are increasingly required to optimize resource utilization while minimizing operational costs to maintain profitability and long-term performance. In highly competitive sectors such as the food and beverage industry, operational efficiency plays a crucial role in ensuring business continuity and enhancing market competitiveness.

Indonesia's food and beverage industry is one of the largest contributors to the national economy and has continued to grow despite global economic uncertainty. However, the sector also faces increasing operational challenges, including rising labor costs, raw material price fluctuations, supply chain disruptions, and increasing technological demands. These conditions encourage companies to improve operational efficiency through technological innovation, strategic resource management, and human capital development.

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One of the technological innovations that has gained considerable attention is cloud-based accounting. Cloud accounting refers to the use of cloud computing technology in accounting information systems, enabling firms to access, process, and store financial data through internet-based platforms. Compared to traditional accounting systems, cloud accounting provides several advantages, including real-time reporting, lower infrastructure costs, enhanced flexibility, and improved integration across organizational functions.

Previous studies have demonstrated that cloud accounting and cloud computing can improve organizational efficiency by enhancing data accuracy, reducing processing time, and facilitating better decision-making processes. Syafaruddin et al. (2024) found that cloud-based accounting systems significantly improve operational efficiency in small businesses through reduced operational costs and improved information accessibility. Similarly, Barus et al. (2024) reported that cloud computing positively affects accounting efficiency through automation and real-time data integration.

However, empirical findings regarding operational efficiency remain inconsistent. Some studies suggest that the effectiveness of cloud accounting depends heavily on organizational readiness and employee technological competence. Ighosewe et al. (2024), for instance, argued that cloud accounting implementation does not automatically improve efficiency unless supported by adequate technological skills and organizational capability.

In addition to technological factors, firm size is also frequently associated with operational efficiency. Larger firms generally possess greater resources, economies of scale, stronger internal controls, and more advanced operational systems. Studies by Wulandari et al. (2025) and Rapposelli et al. (2024) found that larger firms tend to achieve higher efficiency levels due to superior resource management capabilities. Nevertheless, other studies reported contrasting findings, suggesting that increasing firm size may also generate operational complexity and inefficiency.

Human resource quality is another critical factor affecting operational efficiency. Employee competencies, training, and technological adaptability are essential for supporting organizational productivity and maximizing the benefits of digital transformation initiatives. Training and development programs are expected to enhance employee performance, reduce operational errors, and increase organizational efficiency.

Based on these arguments, this study aims to examine the impact of cloud-based accounting implementation, firm size, and human resource quality on operational efficiency in Indonesia's food and beverage industry. This study contributes to the growing literature on digital accounting transformation and operational efficiency in emerging economies.

LITERATURE REVIEW

This section reviews the theoretical and empirical literature relevant to the relationship between cloud-based accounting implementation, firm size, human resource quality, and operational efficiency. The discussion begins with the theoretical foundation underlying the study, followed by a review of previous empirical findings. Based on the theoretical arguments and existing literature, research hypotheses are developed to examine the influence of the independent variables on operational efficiency in food and beverage companies listed on the Indonesia Stock Exchange.

Efficiency Theory

Efficiency theory explains that organizations seek to maximize outputs while minimizing inputs in order to achieve optimal performance. Farrell (1957) divided efficiency into technical efficiency and allocative efficiency. Technical efficiency refers to the ability of a company to maximize output using available resources, while allocative efficiency concerns the optimal allocation of resources based on cost considerations.

Leibenstein (1966) further developed the concept of X-efficiency, emphasizing that organizational efficiency is strongly influenced by managerial capability, employee quality, and technological adoption. According to this theory, firms with better managerial systems and technological integration tend to achieve higher operational efficiency.

In the context of modern business competition, operational efficiency has become increasingly dependent on digital transformation, organizational capability, and human resource competence.

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Companies that successfully integrate technology into operational processes are expected to reduce costs, improve productivity, and strengthen competitiveness.

Cloud-Based Accounting and Operational Efficiency

Cloud-based accounting refers to the implementation of cloud computing technology within accounting information systems. This technology allows firms to store, process, and access accounting information through internet-based platforms without relying on conventional local infrastructure.

Romney and Steinbart (2018) explained that accounting information systems play an essential role in supporting organizational decision-making through accurate and timely financial information. The integration of cloud computing into accounting systems improves accessibility, flexibility, and operational coordination across departments.

Several empirical studies support the positive relationship between cloud accounting and operational efficiency. Syafaruddin et al. (2024) found that cloud-based accounting information systems significantly improve operational efficiency in small businesses by reducing operational costs and increasing data accessibility. Barus et al. (2024) also reported that cloud computing positively affects accounting efficiency through transaction automation, faster reporting processes, and improved data integration.

Ayinla et al. (2024) demonstrated that cloud computing accelerates accounting operations and improves organizational efficiency by enabling real-time financial processing and integrated reporting systems. Similarly, Khattar (2024) found that cloud accounting positively influences operational efficiency and reporting quality.

However, several studies suggest that digital transformation does not automatically generate efficiency improvements. Ighosewe et al. (2024) argued that the implementation of cloud accounting may initially increase operational costs due to system integration expenses, employee training, and technological adaptation processes.

Based on the theoretical and empirical arguments above, the following hypothesis is proposed:

H1: Cloud-based accounting implementation has a positive and significant effect on operational efficiency.

Firm Size and Operational Efficiency

Firm size represents the scale of organizational operations and is generally associated with the company's total assets, resources, and operational capacity. Larger firms are commonly considered more capable of achieving economies of scale, obtaining external financing, and implementing advanced operational systems.

Previous empirical findings have shown mixed results regarding the relationship between firm size and operational efficiency. Wulandari et al. (2025), in their study of Indonesian food and beverage companies, found that larger firms tend to achieve better financial performance, with operational efficiency playing a significant role in supporting profitability. Similarly, Rapposelli et al. (2024) found that large firms in Italy exhibit higher efficiency levels due to economies of scale, wider access to financing, and stronger risk management capabilities.

However, contradictory findings were reported by Syofyan and Fitra (2025), who found that larger firm size may reduce operational efficiency due to increased organizational complexity, higher coordination costs, and bureaucratic inefficiencies. These inconsistent findings indicate the existence of a research gap regarding the relationship between firm size and operational efficiency, particularly in emerging market industries.

H2: Firm size has a positive and significant effect on operational efficiency.

Human Resource Quality and Operational Efficiency

Human resource quality refers to employee competence, skills, productivity, and capability in supporting organizational objectives. High-quality human resources are expected to improve organizational productivity and operational effectiveness. According to human capital theory, employee knowledge and skills represent strategic organizational assets that contribute to productivity and efficiency improvements.

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Ariyandi and Purwanti (2025) emphasized that employee training and human resource development significantly improve operational performance through enhanced employee competence and reduced operational errors. Fegade and Sharma (2023) found that employee training programs positively affect organizational efficiency by improving employee productivity and work quality. Similarly, Bristol-Alagbariya et al. (2024) concluded that effective human resource management contributes significantly to operational efficiency.

In technology-oriented organizations, employee capability becomes increasingly important because digital systems require workers who can adapt to technological change and utilize information systems effectively.

Based on these arguments, the following hypothesis is proposed:

H3: Human resource quality has a positive and significant effect on operational efficiency.

Simultaneous Influence of Independent Variables

Operational efficiency is influenced not only by technology adoption but also by organizational resources and employee competencies. Cloud-based accounting implementation requires organizational readiness, adequate financial resources, and competent human resources to achieve optimal efficiency.

Companies with stronger financial capacity and better-trained employees are expected to implement digital transformation more effectively. Therefore, operational efficiency is likely to be determined collectively by cloud accounting implementation, firm size, and human resource quality.

H4: Cloud-based accounting implementation, firm size, and human resource quality simultaneously have a significant effect on operational efficiency.

METHODS

This study employs a quantitative explanatory research design to examine the relationship between cloud-based accounting implementation, firm size, human resource quality, and operational efficiency. The population consists of food and beverage companies listed on the Indonesia Stock Exchange (IDX). The sample was selected using purposive sampling to ensure the availability of relevant financial and non-financial information required for the analysis. The selection criteria included companies operating in the food and beverage sector, consistently publishing annual and sustainability reports during the 2021–2024 period, and providing complete disclosures related to the variables examined in this study. Based on these criteria, 10 companies were selected, resulting in a total of 40 observations.

This study uses secondary data collected from publicly available corporate reports and official publications. Secondary data were chosen because they provide reliable and objective information regarding companies' financial performance, operational activities, digital transformation initiatives, and human resource development. The data were obtained from annual reports, sustainability reports, financial statements, and publications issued by the Indonesia Stock Exchange (IDX). These sources provide consistent and comparable information across companies throughout the observation period.

The study employs one dependent variable and three independent variables. Operational efficiency serves as the dependent variable, while cloud-based accounting implementation, firm size, and human resource quality are treated as independent variables. The measurements of each variable are described as follows.

Operational Efficiency (Y)

Operational efficiency is measured using the Operating Expense Ratio (OER):

$$OER = \frac{\text{Total Operating Expenses}}{\text{Total Revenue}} \times 100\%$$

Lower OER values indicates higher operational efficiency

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Cloud-Based Accounting Implementation (X1)

Cloud accounting implementation is measured using content analysis with a scoring scale from 0 to 5 based on annual report disclosures.

Firm Size (X2)

Firm size is measured using the natural logarithm of total assets:

$$Firm\ Size = Ln\ (Total\ Asset)$$

Human Resources Quality (X3)

Human resource quality is measured using average employee training hours:

$$Training\ Hours = \frac{Total\ Training\ Hours}{Total\ Employee}$$

This study employs panel data regression analysis to examine the effect of cloud-based accounting implementation, firm size, and human resource quality on operational efficiency. Panel data analysis combines cross-sectional and time-series data, providing more comprehensive information and improving estimation efficiency. Three estimation approaches are commonly used in panel data regression, namely the Common Effect Model (CEM), Fixed Effect Model (FEM), and Random Effect Model (REM). To determine the most appropriate model, model selection tests were conducted, including the Chow test, Hausman test, and Lagrange Multiplier (LM) test. The selected model was then used to estimate the relationship between the independent variables and operational efficiency.

RESULTS AND DISCUSSION

This section presents and discusses the empirical findings of the study. The analysis begins with descriptive statistics to provide an overview of the characteristics of the research variables. Next, model selection tests are conducted to determine the most appropriate panel data regression model. The selected model is then used to examine the influence of cloud-based accounting implementation, firm size, and human resource quality on operational efficiency. Finally, the results are discussed in relation to the research hypotheses, theoretical framework, and findings from previous studies.

Descriptive Statistic

Descriptive statistics are used to provide an overview of the characteristics and distribution of the variables included in this study. The analysis presents the mean, standard deviation, minimum value, and maximum value of each variable. These statistics help describe the overall pattern of the data and provide preliminary insights before conducting further regression analysis.

Table 1. Analysis Descriptive Statistic

Variable	N	Maximum	Minimum	Mean	Std. Dev.
Cloud-Based Accounting (X1)	40	4.00	1.00	1.90	0.90
Firm Size (X2)	40	32.94	27.70	29.52	1.67
Human Resource Quality (X3)	40	16.30	0.69	6.34	4.03
Operational Efficiency (Y)	40	48.28	2.04	23.01	13.17

Source: Author's Calculation

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Table 1 presents the descriptive statistics of the variables used in this study. Cloud-based accounting implementation has an average score of 1.90, indicating that most sample companies are still at a relatively low level of cloud accounting adoption. Firm size has a mean value of 29.52, suggesting that the sample consists primarily of medium-to-large companies. Human resource quality records an average value of 6.34, reflecting variations in employee training and development practices across firms. Meanwhile, the mean OER value is 23.01, indicating differences in operational efficiency among the sampled companies. The relatively high standard deviation of OER (13.17) suggests substantial variation in operational efficiency across firms during the observation period.

Model Selection

Before estimating the panel regression model, model selection tests were conducted to determine the most appropriate estimation approach. The selection process involved the Chow test, Hausman test, and Lagrange Multiplier (LM) test. These tests were used to compare the Common Effect Model (CEM), Fixed Effect Model (FEM), and Random Effect Model (REM) and identify the model that best fits the data.

Table 2. Panel Model Selection

Test	Probability	Selected Models
Chow Test	0.000	FEM
Hausman Test	0.618	REM
LM Test	0.000	REM

Source: Author's Calculation

Table 2 presents the results of the panel data model selection tests. Based on the Chow test results, the Fixed Effect Model (FEM) was preferred over the Common Effect Model (CEM). However, the Hausman test produced a probability value greater than 0.05, indicating that the Random Effect Model (REM) was more appropriate than FEM. The Lagrange Multiplier test also supported the use of REM over CEM. Therefore, the Random Effect Model was selected for the panel regression analysis.

Panel Regression Analysis

After determining the most appropriate panel data model, regression analysis was conducted to examine the effects of cloud-based accounting implementation, firm size, and human resource quality on operational efficiency. The analysis aims to assess both the direction and significance of the relationship between the independent variables and the dependent variable. Table 3 presents the results of the panel regression analysis using the selected model.

Table 3. Panel Regression Results

Variable	Coefficient	T-Statistic	Probability
Constant	92.80	1.45	0.156
Cloud-Based Accounting (X1)	2.95	3.02	0.004
Firm Size (X2)	-2.58	-1.19	0.241
Human Resource Quality (X3)	0.12	0.42	0.678

Source: Author's Calculation

NOTE: Higher OER values (Coefficient) indicate lower operational efficiency

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Table 4. Model Statistics

Indicator	Value
R-squared	0.238
Adjusted R-Squared	0.174
F-Statistic	3.742
Prob (F-Statistic)	0.019
Durbin-Watson Statistic	2.230

Source: Author’s Calculation

The regression results indicate that cloud-based accounting implementation significantly affects operational efficiency ($p = 0.004$). However, the positive coefficient (2.95) on OER indicates that increased cloud-based accounting implementation is associated with higher operating expenses relative to revenue, implying lower operational efficiency. Therefore, the first hypothesis is rejected because the direction of the relationship contradicts the proposed hypothesis.

This finding suggests that the implementation of cloud-based accounting may initially increase operational costs due to software acquisition, system integration, employee training, and organizational adjustment processes. As a result, the efficiency benefits of cloud accounting may not be immediately realized during the early stages of adoption. This finding differs from previous studies by Syafaruddin et al. (2024) and Barus et al. (2024), which reported that cloud-based accounting systems improve operational efficiency through cost reduction and enhanced information accessibility. The difference may be explained by variations in implementation stages, organizational readiness, and technological maturity among firms.

Firm size does not significantly affect operational efficiency, as indicated by a probability value of 0.241, which exceeds the 0.05 significance level. Although the coefficient (-2.58) suggests that larger firms tend to have lower OER values, the relationship is not statistically significant. Therefore, the second hypothesis is rejected. This result indicates that company size alone is insufficient to improve operational efficiency. While larger firms generally possess greater resources and operational capacity, they may also face more complex operations, slower decision-making processes, and higher coordination costs that offset potential efficiency advantages.

Similarly, human resource quality does not significantly affect operational efficiency because the probability value (0.678) exceeds the 0.05 significance level. Therefore, the third hypothesis is rejected. One possible explanation is that employee training and development programs do not immediately translate into measurable efficiency improvements. The effectiveness of human resource development may depend on how training outcomes are applied within organizational operations and integrated with other business processes.

Furthermore, the F-statistic probability value (0.019) is below the 0.05 significance level, indicating that cloud-based accounting implementation, firm size, and human resource quality jointly have a significant effect on operational efficiency. Therefore, the fourth hypothesis is accepted. This finding suggests that operational efficiency is influenced by the combined interaction of technological, organizational, and human resource factors rather than by a single factor in isolation.

The model produces an R-squared value of 0.238, indicating that approximately 23.8% of the variation in operational efficiency can be explained by cloud-based accounting implementation, firm size, and human resource quality. The remaining 76.2% is explained by other factors not included in the model.

CONCLUSIONS

This study examines the influence of cloud-based accounting implementation, firm size, and human resource quality on operational efficiency in food and beverage companies listed on the Indonesia Stock Exchange during the 2021–2024 period. The results indicate that cloud-based accounting implementation has a statistically significant effect on operational efficiency. However, the positive coefficient on the

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Operating Expense Ratio (OER) suggests that greater implementation of cloud-based accounting is associated with lower operational efficiency. Therefore, the proposed positive relationship is not supported.

The findings also reveal that firm size and human resource quality do not have significant effects on operational efficiency. These results suggest that larger organizational scale and employee development initiatives alone are insufficient to improve operational efficiency within the observed companies. Nevertheless, the simultaneous test demonstrates that cloud-based accounting implementation, firm size, and human resource quality collectively have a significant effect on operational efficiency.

Overall, the findings imply that operational efficiency is influenced by the interaction of technological, organizational, and human resource factors. Companies in the food and beverage sector should strengthen digital transformation initiatives by implementing cloud-based accounting systems and integrating them into operational processes. Organizations should also improve employee technological competencies to maximize the benefits of digital accounting systems.

This study has several limitations. First, the sample size is limited to 10 companies within one industry sector. Second, cloud accounting implementation was measured through content analysis, which may involve subjective interpretation. Future studies are encouraged to include larger samples, cross-industry comparisons, and additional variables such as organizational culture, technological readiness, and innovation capability.

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