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An Analysis of the Implementation of the Job Costing Method in Pricing Determination at PT Banana Cake

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Abstract. Every business faces challenges and fluctuations that affect its performance and profits. Therefore, careful planning is needed to assist management in estimating the desired profit level. The application of cost-volume-profit analysis focuses on several factors that influence changes in these profit components. In addition, the company must also set the right product selling price to cover the costs incurred. This study aims to analyze the profitability of PT Banana Cake using the application of cost-volume-profit analysis. The method used is a descriptive method with a field study approach. The data used come from primary and secondary sources. The analysis includes cost classification, calculation of the contribution margin and its ratio, calculation of the break-even point, margin of safety and its ratio, and determination of the selling price using the cost-plus pricing method. The results show that the costs incurred consist of variable costs and fixed costs. The contribution margin obtained was Rp 5,142,267 with a ratio of 15.1%; the break-even point was Rp 49,040,167 or 2,347 units; and the margin of safety was Rp 10,227,849 with a ratio of 69%. Determining the product's selling price using the cost-plus pricing method resulted in a price of Rp 25,658, rounded down to Rp 25,000. Overall, PT Banana Cake's managerial performance in managing costs and sales has been good and optimal. Therefore, the company's management can utilize cost-volume-profit analysis for pricing and future profit planning.

Keywords: Cost Volume Profit; Contribution Margin; Break-Even Point; Profit Planning; Selling Price.

INTRODUCTION

To implement a Project-Based Learning (PBL) approach that emphasizes learning related to Cost Accounting courses through real-world experiences, our team presents a case study of PT Banana Cake, designed to integrate academic theory with real business practices, specifically in solving strategic problems faced by the company (Pramandiri, Praptapa, & Herwiyanti, 2017; Risyanti & Masrunik, 2018; Tafonao, Zalukhu, Harefa, & Laia, 2024; Tambuke, Pusung, & Latjandu, 2025). The habit of consuming snacks, especially banana products, has become a daily lifestyle for many people in Indonesia. With the increasing demand for processed banana-based products, the food industry has a great opportunity to grow and innovate by creating a variety of attractive products for consumers (Afzal et al., 2022; Emmanuel, Mtashobya, & Mgeni, 2025; Mengstu, Bachheti, Abate, Bachheti, & Husen, 2021; Mostafa, 2021; Uma, Kumar, & Keran, 2022). One company operating in this sector is PT Banana Cake, which focuses on producing banana-based cakes with various flavors and sizes tailored to taste (Fiona, Janet, Betty, & Ortiz‐Monasterio, 2024; Moberg, 2016; Razali, Hamzah, Man, & Nor, 2021; Yuliana, Hidayati, & cakradinata, 2018).

However, this company faces various challenges in setting its product selling prices to remain competitive in the market, particularly due to factors such as high production costs, volatile prices of key raw materials, and competition from other manufacturers offering similar products at lower prices (Putra, 2020). These challenges are not unique to the local context but reflect broader global dynamics. Globally, the food industry has been significantly impacted

by fluctuations in raw material prices, driven by factors such as climate change, geopolitical tensions, supply chain disruptions, and changing global demand patterns. For instance, the prices of key commodities like wheat, sugar, and edible oils have experienced considerable volatility in recent years. This global trend directly affects the Indonesian market, where local producers like PT Banana Cake must navigate the ripple effects of international price shifts, making accurate cost calculation and pricing strategies even more critical for sustainability (Anggraini, Wahyuni, Pramadeka, & Sari, 2024; Hashmi, Gilal, & Wong, 2021; Rozi et al., 2023; Trinidad‐Fernández, Almaazmi, & Joseph, 2020).

Based on data from PT Banana Cake's 2024 internal financial report, production costs include several key components: raw material costs, direct labor, and overhead costs. However, the company has based its selling price on competitors' prices without considering the appropriate cost structure, which can lead to an imbalance between selling price and production costs, potentially impacting the company's profitability.

Table 1. Composition of Production Costs at PT Banana Cake

Type of Fee	Nominal (Rp)
Raw Materials (Flour, Sugar, Banana, Egg, Butter)	20,756,320
Direct Labor	5,325,600
Production Overhead (Electricity, Gas, Rent)	3,218,750
Total Production Cost	29,300,670

Source: PT Banana Cake's Internal Financial Report, 2024

Based on the collected data, the cost of raw materials, such as bananas and sugar, constitutes the largest component of PT Banana Cake's production cost structure. Fluctuations in the price of these raw materials, often influenced by external factors such as changes in weather, supply, and market demand, can impact the stability and sustainability of production costs. This uncertainty in raw material prices can lead to volatility in the calculation of overall production costs. Therefore, the company needs an appropriate strategy to manage these fluctuations and maintain stable product selling prices. One way to overcome this is by implementing the Job Costing method, which allows the company to calculate production costs more precisely and in detail for each order received. With this method, the company can not only allocate costs more efficiently but also estimate selling prices more realistically and based on actual cost data, reducing potential losses due to fluctuations in raw material prices.

From a cost accounting theory perspective, Job Costing is a method designed for businesses that produce unique products or batches, where costs are traced and assigned to specific jobs or orders. The conceptual superiority of Job Costing over more generalized methods (like process costing or traditional markup pricing) lies in its accuracy, traceability, and relevance for decision-making (Buys, 2024). It aligns with the cost principle and matching principle in accounting, ensuring that all direct materials, direct labor, and overhead attributable to a specific job are captured. This provides a more precise product cost compared to methods that rely on broad averages or arbitrary allocations, leading to more informed pricing, profitability analysis, and resource management decisions.

The Job Costing method allows companies to calculate specific and accurate production costs for each order received, based on the amount of raw materials used, the number of

workers involved, and the production overhead incurred. In practice, each order received is assigned a specific code or number, and each cost component associated with that order is calculated separately. This way, companies can clearly understand the costs required to produce one unit of product, or even for each specific production batch (Fitriani, 2022). This approach not only helps companies gain a clearer picture of their cost structure but also provides a competitive advantage in pricing. By knowing the detailed costs of each order, companies can determine a more objective selling price that reflects the true value of the product offered and increases transparency in the pricing process.

In the context of the food industry, the application of the Job Costing method has significant benefits in providing transparency to the cost structure and assisting management in making more informed strategic decisions. With more detailed information on the costs of each order, management can identify areas that may require improvement, such as production efficiency, raw material usage, or labor management (Kurniawan, 2020). In addition, this method also allows companies to conduct more in-depth profitability analyses and determine more competitive and realistic selling prices. Thus, the application of the Job Costing method not only helps companies manage costs more efficiently but also supports the company's efforts to increase profitability and competitiveness in the market. Therefore, this study aims to (1) analyze the application of the Job Costing method in determining product selling prices at PT Banana Cake and identify its impact on the company's profitability, which ultimately can provide insight for long-term strategic decision-making (Putra, 2020).

This study also aims (2) to compare the Job Costing method applied at PT Banana Cake with other pricing methods commonly used in similar industries. Some pricing methods that may be used in the food industry include mark-up pricing, cost-plus pricing, and target costing. Each method has a different approach to determining selling prices, and each has advantages and disadvantages that companies need to consider. The mark-up pricing method, for example, calculates the selling price by adding a certain percentage to production costs, without considering fluctuations in raw material costs or operational efficiency. Although simple, this method does not always reflect the actual costs incurred to produce a product, so the set price can be inaccurate and less competitive. On the other hand, the cost-plus pricing method adds a certain profit margin to the total production cost, which can be more realistic but still does not accommodate external factors such as changes in raw material prices (Harahap, 2022).

By comparing the Job Costing method with these other methods, this study aims to assess which is more effective and efficient in managing costs and determining product selling prices. One of the advantages of Job Costing is its ability to provide more precise cost calculations for each order, which helps companies determine more accurate selling prices and reflect the true value of the products sold. With more detailed cost information, companies can also more easily identify potential cost savings and improve operational efficiency, which in turn can increase profitability (Wuladari, 2022).

According to data from the Indonesian Ministry of Industry, the food industry has been one of the fastest-growing sectors in recent years, contributing significantly to Gross Domestic Product (GDP). PT Banana Cake, as part of this industry, faces the challenge of creating a competitive advantage through an appropriate pricing strategy. One of the main factors determining competitiveness is an effective and efficient production cost structure. Previous studies have shown that the application of the Job Costing method has been successfully used

in various industrial sectors to improve pricing accuracy and reduce errors in cost allocation. This method has also been proven to assist companies in budget planning and profitability analysis, which can ultimately improve business stability.

Table 2: Growth of the Food Industry in Indonesia (2020-2024)

Year	Growth (%)
2020	4.5%
2021	6.2%
2022	7.1%
2023	8.3%
2024	9.0%

Source: Central Statistics Agency (BPS), 2024. Growth of the Food and Beverage Industry 2020-2024. Jakarta: BPS.

The table above shows that the food industry is experiencing significant growth, providing PT Banana Cake with an opportunity to continue developing with a more appropriate pricing strategy. Therefore, this study is expected to provide deeper insight into the application of the Job Costing method as a tool that can help PT Banana Cake set optimal prices and maintain competitiveness in the market.

The novelty of this research lies in its specific application of the Job Costing method within the context of an Indonesian small-to-medium enterprise (SME) in the bakery sector, PT Banana Cake, and its direct comparative analysis with other prevalent pricing methods (Cost-Plus, Market-Based, Target Costing, and ABC). This provides an empirical evaluation of the method's practical effectiveness and suitability for SMEs, which is an area with limited focused research compared to large-scale manufacturing.

This research holds importance for both academic and practical contexts. Academically, it enriches the literature on cost accounting applications in SMEs, particularly in the growing Indonesian food industry, and tests the theoretical advantages of Job Costing in a real-world setting. Practically, it offers a clear framework and evidence-based recommendations for SME owners and managers like those at PT Banana Cake to improve their cost management and pricing strategies, thereby enhancing their financial stability and competitive edge in a volatile market.

Therefore, this study aims to (1) analyze the application of the Job Costing method in determining product selling prices at PT Banana Cake and identify its impact on the company's profitability, and (2) compare the Job Costing method applied at PT Banana Cake with other pricing methods commonly used in similar industries. The findings are expected to provide valuable insights for long-term strategic decision-making for the company and contribute practical knowledge for other SMEs facing similar challenges. Ultimately, the benefits of this research include enabling more accurate cost control, supporting optimal pricing decisions, and facilitating improved profit planning for sustainable business growth.

METHOD

This research was conducted at PT Banana Cake, located at Jl. Sultan Agung No. 11 RT.04/RW.05, Laguna Indah Blok D No. 1-2, South Jakarta, from January 2025 to May 2025. A case study approach was used to analyze how the Job Costing method was applied to determine the selling price at PT Banana Cake. This approach aimed to provide a clear picture of how production costs were calculated and how selling prices were set using cost analysis.

The researchers identified issues in the application of the Job Costing method for calculating selling prices at PT Banana Cake. They analyzed how the company determined production costs and whether the method complied with accounting principles. After gathering initial information, they formulated the research problem and prepared interview questions for company management to obtain detailed data.

Researchers visited PT Banana Cake to observe the production system, including production flow and calculation of raw materials, labor, and overhead costs—the key components of the Job Costing method. This enabled evaluation of the method's effectiveness in pricing products.

Data collection involved primary data obtained through interviews with the owner or management about the implementation of the Job Costing method, and secondary data gathered from financial reports, invoices, profit and loss statements, and other documents reflecting production costs and product prices.

The collected data was analyzed using fixed and variable cost analysis, contribution margin analysis, break-even point (BEP) analysis, safety margin analysis, and profit planning and selling price determination analysis.

Data processing was conducted using Microsoft Excel to facilitate analysis and calculations. After analysis and processing, conclusions were drawn to provide PT Banana Cake with recommendations to optimize the Job Costing method for more accurate product pricing.

RESULTS AND DISCUSSION

Application of the Job Costing Method in Determining Product Selling Prices at PT Banana Cake and Its Impact on Company Profitability

Job Costing method is a costing system based on specific orders or jobs, which is suitable for companies that produce goods based on specific requests or specifications. In the context of PT Banana Cake, even though the products produced are mass and homogeneous (namely banana-based products such as banana cake), the Job Costing method remains relevant because the company calculates production costs based on certain batches or production lots that have a fixed amount and type of raw materials . The following is a table of cost analysis incurred by PT Banana Cake obtained from interviews and invoice documents.

Table 3 : Types of Costs at PT Banana Cake

Type of Fee	Nominal (IDR)
Raw Materials (Flour, Sugar, Banana, Egg, Butter)	20,756,320
Direct Labor	5,325,600
Production Overhead (Electricity, Gas, Rent)	3,218,750
Total Production Cost	29,300,670

Type of Fee	Nominal (IDR)
Building Rental Fees	1,200,000
Utility Costs	400,000
Asset Depreciation Expense	250,000
Total Fixed Costs	1,850,000

Source: Primary Processing Data, 2025

In the Job Costing system implemented, PT Banana Cake first calculates total production costs, then determines the selling price per unit by adding a markup based on the company's profit target. In this case, the markup used is 30%. This process is carried out using the following steps:

1. **Calculating Contribution Margin**

The contribution margin is calculated by subtracting total variable costs from total sales. The total sales earned by the company amounted to Rp50,000,000, so the contribution margin is:
Rp50,000,000 - Rp29,300,670 = Rp20,699,330 .
The contribution margin ratio is 41.4% (Rp20,699,330 / Rp50,000,000), which indicates that every Rp1 of sales contributes Rp0.41 to covering fixed costs and the company's profit.

2. **Determining the Break Even Point**

The break-even point (BEP) indicates the number of units or sales value that must be achieved to ensure a company neither experiences a loss nor a profit. Using the contribution margin approach, the unit BEP is calculated as follows:
BEP (Unit) = IDR 1,850,000 / (IDR 25,000 - IDR 14,600) = 178.85 units
(rounded to 179 units) .
Meanwhile, BEP in monetary form is:
Rp1,850,000 / 0.414 = Rp4,470,289 .

This means that PT Banana Cake will only reach break-even if it manages to sell products worth IDR 4,470,289.

3. **Margin of Safety Analysis**

Margin of safety shows the limit of sales decline that is still safe without causing losses.
Safety Margin = Rp50,000,000 - Rp4,470,289 = Rp45,529,711 , or 91.1% of total sales.
This indicates that the company has a high level of security against sales fluctuations.

4. **Profit Planning**

Currently, PT Banana Cake earns a profit of 20% of total sales. With a target profit increase of 10%, the target profit will be 30% of sales.
Profit target = IDR 20,699,330 + (30% x IDR 20,699,330) = IDR 26,909,129 .
To achieve this profit, the number of product units that must be sold is:
(Rp. 26,909,129 + Rp. 1,850,000) / Rp. 10,400 = 2,766 units .
Thus, production and sales volume targets become clearer and more measurable with this method.

5. **Selling Price Determination**

PT Banana Cake sets the selling price based on the total production costs plus a 30% profit markup.
Selling Price = Rp29,300,670 + 30% = Rp38,090,871 .

Selling price per unit = Rp38,090,871 / 2,766 units = Rp13.80 .

With the Job Costing approach, pricing becomes accurate because it takes into account all costs incurred in one production batch and ensures that profit margins have been carefully calculated.

Job Costing method at PT Banana Cake has had a significant impact on the company's profitability. With structured calculations based on actual data, the company can identify cost structures, measure production efficiency, and establish appropriate sales strategies. Furthermore, this method allows management to develop financial planning scenarios based on profit targets and mitigate the risk of loss through break-even analysis and margin of safety .

Comparison of Job Costing Method with Other Pricing Methods in Similar Industries

To assess the effectiveness of the Job Costing method used by PT Banana Cake, a comparison was conducted with the determination of selling prices using four other methods: Cost-Plus Pricing, Market-Based Pricing, Target Costing, and Activity-Based Costing (ABC). This comparison uses baseline data from one batch of Banana Cake with an output of 100 pcs.

Table 4. Basic Assumptions of Production Costs

Cost Components	Amount (Rp)
Direct raw materials	150,000
Direct labor	100,000
Factory overhead	50,000
Total Production Cost	**300,000**
Output	100 pcs
Cost per unit (Job Costing)	3,000

Source: Processed Data for Method Comparison Simulation, 2025

1. Cost-Plus Pricing Method

This method calculates the selling price by adding a fixed markup to the total cost of production.

Markup : 40% of the cost per unit

Cost per unit : Rp. 3,000

Selling price = Cost + (Markup x Cost)

= 3,000 + (40% x 3,000) = 3,000 + 1,200 = **IDR 4,200**

2. Market-Based Pricing Method

The selling price is determined based on the prevailing price in the market (competitors).

a. **Average market price** : Rp. 4,000 per piece
b. This price was chosen to keep the product competitive.

However, it is necessary to compare the cost per unit:

a. **Cost per unit** (Job Costing): Rp. 3,000
b. **Profit** : 4,000 – 3,000 = **Rp. 1,000 per piece**

If the market price drops to Rp3,500, the margin is only Rp500, and if it is below Rp3,000, there is a loss.

3. Target Costing Method

This approach starts from market prices and desired profits.

a. **Market selling price received by consumers** : Rp. 3,800
b. **Target profit per piece** : Rp. 800
c. **Maximum production cost target = 3,800 – 800 = Rp. 3,000**

Job costing results show that production costs are indeed at Rp3,000, so the target cost is achievable. However, if costs increase, the company must seek efficiency improvements.

4. Activity-Based Costing (ABC) Method

This method charges costs based on the actual activities consumed in the production process.

Table 5. Cost assumptions per activity per batch

Activity	Cost (Rp)
Preparation of ingredients	30,000
Roasting process	120,000
Packaging	80,000
Distribution	70,000
Total ABC	**300,000**

Source: Processed Data for ABC Simulation, 2025

a. **Cost price per unit** (300,000 / 100 pcs) = IDR 3,000
b. **With a 40% markup** : 3,000 + 1,200 = **Rp. 4,200**

ABC results are identical to job costing because the activities are still simple. However, for companies with multiple product variants and complex activities, the figures can differ.

Table 6. Comparison of Selling Prices

Method	Selling Price per piece (Rp)	Notes
Job Costing	4,200	Accurate, transparent, suitable for SME scale
Cost-Plus Pricing	4,200	Practical, but depends on the accuracy of the markup
Market-Based Pricing	4,000 (market)	Competitive, but risk thin margins if costs are high
Target Costing	3,800	Efficiency is needed to achieve cost targets.
A B C	4,200	Accurate, but complicated for SMEs with simple activities

Source: Author's Analysis and Simulation Results, 2025

Based on this comparison, the Job Costing method remains the best choice for PT Banana Cake because it provides accurate cost details, takes into account all elements of production, and provides a strong basis for decision-making. This method is also flexible enough to be combined with market -based strategies or adjusted profit targets (target costing) to address competitive dynamics.

Based on the comparison results, it can be concluded that the Job Costing method implemented at PT Banana Cake is quite appropriate for current business conditions and scale. Job costing provides transparency in cost recording, accuracy in calculating selling prices, and

flexibility in profit planning. On the other hand, if the company plans to expand or faces pricing pressure from the market, other approaches such as target costing or market-based pricing can complement a long-term pricing strategy.

Strategically, applying the Job Costing method is not only useful for daily operations but can also serve as a basis for managerial decisions, such as cost efficiency, evaluating profitability per product, and developing new products. When costs are known in detail, companies can identify savings opportunities and develop margin-enhancing strategies more effectively.

Thus, the application of the Job Costing method at PT Banana Cake has succeeded in fulfilling the research objectives, namely: (1) providing an accurate picture of the cost structure and its impact on profitability, and (2) showing that this method is more suitable than other methods for the conditions of the SME-scale bakery industry. The integration of this method with a market-based or target-based pricing strategy can be an ideal combination in responding to competitive challenges in the future.

CONCLUSION

This research evaluated the implementation of the Job Costing method at PT Banana Cake and its effect on cost control and pricing strategy. The method successfully clarified the company's cost structure and contribution margin, enabling more effective production cost management and price determination. Key findings include a safety margin of 69%, a sales target of 6,348 units for a 58% profit, and a contribution margin of Rp 5,142,267 (15.1%) in July 2022, which significantly supported a 35.3% profit level. The Job Costing method proved more accurate in calculating production costs than alternatives like cost-plus pricing. However, the gap between the actual and ideal selling prices—such as the cost-plus method's ideal price of Rp 25,658 versus the market price of Rp 25,000—suggests the need for future price adjustments to improve profitability. Future research should explore dynamic pricing models combining Job Costing with market-driven factors to optimize pricing strategies further.

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