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RESEARCH ON THE RESTRUCTURING OF ENTERPRISE MANAGEMENT ACCOUNTING SYSTEMS AND VALUE CREATION UNDER DIGITAL TRANSFORMATION

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ABSTRACT

Companies are under more and more pressure to enhance their internal processes in order to make sure they will still be there in the future since technology is changing so quickly. This research seeks to examine how digital technologies enhance value creation and drive the reconfiguration of computerised management accounting systems inside businesses. The investigation will specifically examine the value generated by these technologies. Management accounting is changing because of the combination of technology like big data analytics, artificial intelligence, cloud computing, and the Internet of Things. The coming together of these technologies is what is causing this transformation. Management accounting used to just be responsible for reporting, but now it also helps in making strategic decisions. In a world where everything is connected digitally, the study looks at how important accounting functions like budgeting, cost control, performance assessment, and risk management have changed from how they used to be done. This research aims to elucidate how technology may enhance the timeliness, accuracy, and relevance of accounting data using both theoretical analysis and empirical case studies. This will be done by showing how to utilise technology. This helps firms respond better to changes in the market, which is a good thing. The research also emphasises the essential need of aligning technical resources with an organization's goals to foster innovation and the generation of enduring value. This is done to make it more likely that businesses will be useful in the long term. The results demonstrate that businesses shouldn't only buy electronic instruments; they need also train their accounting staff how to utilise them and how to communicate with colleagues from other departments. The purpose of this paper is to assist businesses operate successfully in the age of digital commerce by offering them practical tips on how to enhance their bookkeeping and get more out of their job.

KEYWORDS: *Enterprise Management, Accounting Systems, Value Creation, Digital Transformation, Enterprise*.

1. INTRODUCTION

The rapid growth of digital technologies such as the Internet and AI is speeding up the process of digitalisation, which is changing the way businesses compete throughout the globe. Digitisation is a big reason why the digital economy is growing so quickly. The digital economy was worth 37.2 trillion yuan in 2022. China's industrial digitisation made up 81.7% of that amount. A lot of businesses are getting on the digital transformation bandwagon to modernise their fields and move ahead of the huge changes that technology is bringing about. Digital transformation may help firms make more money by making production, management, and innovation better. However, it also comes with dangers, high prices, and outcomes that aren't always good. According to the Accenture Digital Transformation Index Study for 2022, just 17% of Chinese companies have made considerable progress in their digital transformation efforts. So, it's quite important to look at how digital transformation may help firms make money. Digital transformation is an important instrument in today's fast-paced corporate landscape. One likely explanation for this is because digital transformation has never been more important. Because of this, businesses in various fields compete with each other and do things in different ways. Companies need to reconsider how they do things and how they keep track of their money because of recent breakthroughs in AI, BD, CC, and GA. This is vital since these technologies are getting more relevant all the time. This is very important since new technology have revolutionised how firms work. Traditional management accounting systems have focused on static, historical reporting for a long time. However, this is changing as the market becomes more dynamic and data-driven choices are made in real time. This is because most management accounting systems are designed to provide reports that are both static and retrospective. Researcher need to change the way researchers company's management accounting systems work if researcher want to meet researcher's digital transformation goals. This has occurred because of the digital revolution. This is very important for accounting to work well. During this reorganisation, new systems, tools, and procedures were put in place. Researchers made these modifications to make it simpler to gather information, execute predictive analytics, and build plans that may alter. Several companies are thinking about upgrading their management accounting systems in order to encourage more proactive and smart management. If they did this, it may make their business run better and help their stakeholders in the long run. They do this to make their operations more efficient. In reaction to the new digital age, a lot of businesses have changed how they do their management accounting. The main purpose of this research is to look at how these changes affect the generation of value. The main goal of this study is to provide a thorough examination of the system's redesign, including its reasons, the problems that came up during implementation, and how the new accounting processes affected the attainment of strategic goals. Researcher's research seeks to provide businesses useful information on how to make their management accounting systems better so they can do well in today's digital economy. The quick digital transformation of their businesses should be a top priority for every part of the economy (Ranawaka & Said, 2024).

2. BACKGROUND OF THE STUDY

Given the rapid-fire nature of modern business, digital transformation has become an indispensable tool. One explanation for this is the unprecedented importance of digital transformation. This has far-reaching consequences for how businesses compete and run their operations across many different industries. Emerging digital technologies such as automation, cloud computing, artificial intelligence (AI), and big data analytics are forcing companies to revaluate their management accounting practices. These technologies are becoming more important, thus this is a must. This is very important as new technology have changed the way businesses work. The desire to increase value creation in a dynamic market and the rise of real-time data-driven decision-making are putting pressure on traditional management accounting systems, which mostly focus on static, retrospective reporting. The main reason for this is that most management accounting systems prioritise static, historical reporting. To accomplish the objectives of digital transformation, it is required to restructure company management accounting systems. Because of the impact of the digital revolution, this is transpiring. This is necessary for the correct functioning of accounting operations. As part of this restructuring, new structures, processes, and instruments have been put into place. Making information acquisition, predictive analysis, and adaptable plan development easier was the driving force behind these innovations (Huang & Yin, 2023). Many companies are looking to upgrade their management accounting systems for a more proactive and smarter management team. Because of this, they will be able to run their companies more efficiently, which will benefit their stakeholders in the long run. They do this to make sure their operations are as efficient as possible. This study aims to examine how companies have restructured their management accounting systems in response to the digital revolution and how these changes have affected the value generation process. In order to achieve strategic objectives, this research will examine the newly installed accounting procedures and their efficacy, as well as the fundamental factors that prompted the redesign of the system and the challenges that were experienced during implementation. As a whole, this study aims to help businesses succeed in the modern digital economy by shedding light on practical ways in which management accounting systems might be improved (Alsharari, 2024).

3. PURPOSE OF THE STUDY

The purpose of this study is to analyse the many ways in which the restructuring of corporate accounting processes has the potential to increase value within the context of digital transformation. One of the primary objectives of the study will be to investigate all of the possible benefits that may be gained by using this potential. Because of the rapid pace at which digital technology is evolving, businesses need to modify the ways in which they carry out their operations and make decisions in order to remain efficient and competitive. It is necessary for businesses to make these enhancements in order to maintain their efficiency and keep ahead of their rivals. The purpose of this research is to investigate the influence that digital transformation has had on the creation of management accounting systems. This includes the gathering of data, the

analysis of that data, the preparation of reports, and the planning of important strategic activities. In order to assess the impacts of digital transformation, this is one method that may be used. The extent to which these modifications contribute to the enhancement of the company's value, performance, and longevity will also be investigated. During the course of the inquiry, this assessment will take place simultaneously with its progression. In the end, the purpose of this study is to shed light on the challenges that businesses have when attempting to update their accounting systems so that they are in line with the requirements of the digital age and to provide solutions that may be used to overcome these obstacles. This serves as the impetus for the study.

4. LITERATURE REVIEW

Enterprise management accounting systems have been significantly impacted as a result of the constant evolution of the digital transformation environment. During the last few years, the subject of study that focusses on the impact that digital technology has had on accounting processes and the function that they play inside firms has become more popular. Decision-making processes in management have been substantially transformed as a result of the transition from traditional data recording to real-time analytics. In the past, management accounting was a rather static instrument that was utilised for managing operations and establishing plans. The tool is now a dynamic instrument that can accomplish both. Cloud computing, artificial intelligence, and big data are examples of new technologies that have emerged as a result of digitalisation. These technologies make it simpler to analyse risk, monitor performance, and predict potential complications. With the help of these technologies, businesses are able to make choices based on data in a more expedient manner, which makes it simpler for them to react to shifts in the market (Nguyen et al., 2025). Management accountants are transitioning away from only crunching numbers and becoming significant members of the strategy team of the organisation as well as the process of producing value for the organisation. By eliminating the old organisational walls that existed between departments, digital platforms in accounting systems also make it easier for departments to communicate with one another. Openness, responsibility, and adaptability are three qualities that a firm must possess in order to maintain a competitive advantage in the fast-paced business world of today. Due to the fact that they are all interrelated, these characteristics are even more important. On the other hand, there are a number of issues that have been brought up in the research that has been done, such as a lack of sufficient digital skills, concerns over the safety of data, and a lack of desire to change. In addition to technology advancements, companies need to modify their culture and retrain their personnel in order to reap the benefits of a successful rearrangement of management accounting systems. According to the findings of the current research, digital transformation has the potential to ease the process of value creation throughout a whole business. This is accomplished by establishing a connection between digital transformation and the strategic development of management accounting (Wang et al., 2023).

5. RESEARCH QUESTION

What is the effect of restructuring of enterprise management accounting systems in digital transformation?

6. RESEARCH METHODOLOGY

- ### RESEARCH DESIGN

The quantitative analysis used the most recent version of SPSS, 25. The odds ratio and 95% confidence interval were used to evaluate the strength and direction of the statistical association. The researchers established a statistically significant threshold of $p < 0.05$. An analytical assessment was conducted to ascertain the principal elements of the data. Quantitative approaches are often used to examine data obtained from surveys, polls, and questionnaires, as well as data assessed by computer statistical tools.

- ### SAMPLING:

Research participants completed questionnaires to provide data for the study. Employing the Rao-soft methodology, researchers selected a cohort of 587 people, yielding a total of 780 queries. The researchers obtained 673 replies, removing 24 due to incompleteness, yielding a final sample size of 649.

- ### DATA AND MEASUREMENT:

This research used a questionnaire as the primary instrument for data collection. Section A of the survey solicited fundamental demographic information, while Section B used a 5-point Likert scale to gather responses about attributes associated with online and offline channels. The secondary data was acquired from many sources, mostly internet databases.

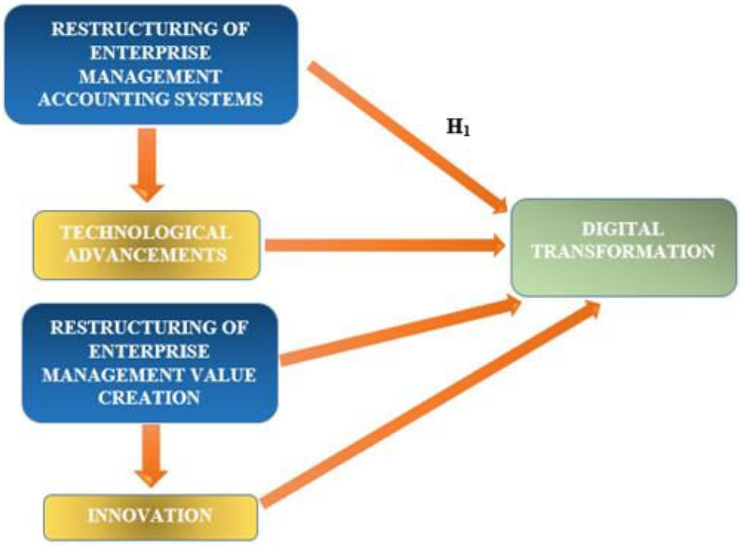
- ### STATISTICAL SOFTWARE:

The statistical study was conducted with SPSS version 25 and Microsoft Excel.

- ### STATISTICAL TOOLS:

The statistical analysis method was used to comprehend the fundamental elements of the data under examination. The investigator must do an analysis of the data using ANOVA.

7. CONCEPTUAL FRAMEWORK



8. RESULT

- **FACTOR ANALYSIS:**

Factor Analysis (FA) is often used to discern hidden variables within visible data. Employing regression coefficients for assessment is a standard procedure in the absence of clear visual or diagnostic indicators. Models are essential for success in financial analysis. Modelling naturally includes errors, interferences, and identifiable relationships. The Kaiser-Meyer-Olkin (KMO) Test may assess datasets produced by multiple regression studies. Researchers contend that the model and the variables in the sample are indicative. The data demonstrates redundancy. Information is more comprehensible when presented in smaller segments. Any number ranging from 0 to 1 may serve as the KMO output. A KMO value between 0.8 and 1 is deemed adequate for sample size. Kaiser asserts that these are the permissible ranges: Kaiser has specified further entrance standards.

An insufficient range of 0.050 to 0.059 and a mediocre range of 0.60 to 0.69; the standard range for middle grades is 0.70 to 0.79.

The quality point score varies between 0.80 and 0.89.

The interval from 0.90 to 1.00 astonishes them.

Table One: The evaluation of sample adequacy by KMO and Bartlett's Test reveals a Kaiser-Meyer-Olkin measure of 0.982.

The results of Bartlett's sphericity test are as follows: The chi-square statistic is around 190, with a significance level of 0.000.

This verifies that assertions made for sampling purposes are authentic. The researchers used Bartlett's Test of Sphericity to assess the significance of the correlation matrices. A Kaiser-Meyer-Olkin measure score of 0.982 indicates an adequate sample size. The p-value obtained from Bartlett's sphericity test is 0.00. The association matrix lacks a unique value, hence fulfilling Bartlett's circularity test.

Table: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.982
Bartlett's Test of Sphericity	**Approx. Chi-Square**	3252.968
	df	190
	Sig.	.000

Bartlett's Test of Sphericity further validated the relevance of the connection criterion. The Kaiser-Meyer-Olkin measure of sampling adequacy is 0.982. Researchers achieved a p-value of 0.00 using Bartlett's sphericity test. Bartlett's sphericity test findings suggested that the correlation matrix is defective.

❖ INDEPENDENT VARIABLE

➢ RESTRUCTURING OF ENTERPRISE MANAGEMENT ACCOUNTING SYSTEMS

A fresh approach to company planning In today's complicated, technology-driven market, management accounting systems (MAS) plan improvements to an organisation's internal accounting system, processes, and technology to assist in reaching the firm's strategic objectives. Cost monitoring, data comparison, and budgeting were the most common uses of MAS. Reporting and operating consumed the majority of their time. The shortcomings of the previous MAS have been brought to light by globalisation, new laws, and digital technologies. Updating reporting systems from static to data-driven and future-orientated is a part of the reorganisation process. There is heavy reliance on digital technologies such as ERP, RPA, AI, and ML. Automation, improved data quality, and real-time performance monitoring are all benefits of these innovations. The right resources may help transactional management accountants grow into strategic players. They learn how to generate riches, resources, and a better future with the help of this technology. Revamping the business model, the many definitions of MAS in scholarly and professional works attest to the fact that it is a challenging topic with rising importance in the digital world. As part of its reorganisation, MAS is working to better integrate corporate performance management with internal accounting practices, procedures, and technology. The utilisation of digital technologies like cloud computing, CRM, RPA, and AI allows for the strategic transformation of MAS. Making decisions based on real-time data boosts value development. With an emphasis on MAS instead of passive and retrospective methods, this strategy aims to bring MAS up-to-date in terms of technology by actively encouraging organisational insight. The organisation's decision-making frameworks, performance metrics, and general procedures may need a reorganisation of MAS. This enhances the company's adaptability and enables cross-departmental collaboration. The idea showcases how the MAS supports the company's digital operational strategy through structured alignment. Thirdly, from a capability-based perspective, the MAS reform changes the expertise required and the responsibilities assigned to accountants. According to this theory, management accountants would provide guidance instead of just keeping track of money (Yang & Cui, 2022).

❖ DEPENDENT VARIABLE

➢ DIGITAL TRANSFORMATION

Digital transformation is the process by which a firm uses digital technology to improve its goods, services, and operations. The end result is that the consumers gain from this. In an environment that is internationally linked and digitally connected, this sort of change is about continuing to innovate and looking for new ways to do things that are more effective. It is about more than simply keeping up with the rest of the world and the researcher's firm. One example of the shift from analogue to digital that the researcher is probably already aware of is the practice of keeping paper records in medical offices in the United States. These days, the term "electronic health records" (often abbreviated as "EHR") is the one that is most frequently used to refer to the digital copies of medical records. As healthcare companies undergo digital transformation, the process of accessing patient and physician records becomes more simplified and efficient. It also improved scheduling and monitoring, surpassing the limits of pen and paper. Through the subsequent sections, the researcher will have the opportunity to become acquainted with numerous examples of digital transformation that have been implemented in a variety of sectors. The process of digital transformation involves fully integrating digital technology and solutions into a firm's operations. The word "digital transformation" refers to this process. Businesses will need to make significant adjustments to their operational strategies and the way they deliver various client experiences and benefits in order to accept this cultural transition alongside the technical ones. Digital technologies can help hire more people and radically change business models and operations (Ma et al., 2022).

RELATIONSHIP BETWEEN RESTRUCTURING OF ENTERPRISE MANAGEMENT ACCOUNTING SYSTEMS AND DIGITAL TRANSFORMATION

Interconnected and ever-developing facets of the same issue are the digital revolution and the restructuring of management accounting systems inside organisations. This link has something to do with how digital technology has changed things. Digital transformation has led to a lot of changes in how business systems are set up and run. Digital transformation is the strategic application of new technologies like the Internet of Things, big data analytics, AI, robotic process automation (RPA), and cloud computing. The main focus of management accounting systems used to be on financial reporting, planning, and cost control. However, these systems are changing a lot to keep up with how quick, complicated, and data-driven modern businesses are. The use of modern accounting ideas and methods may be the cause of this change. This organisational change is about more than just better technology; it also involves changing the focus of management accounting. This modification means that the structure of the function will change. Because of the digital revolution, management accounting is reconsidering its goals, methodologies, and architectural design. This rethinking is happening because people are having to learn how to use new technology. In the past, many systems relied on financial data that could only be accessed after the fact, which made it harder for them to plan ahead. This is why those systems were less effective. This had to be the case since the data couldn't be retrieved until after the event had already happened. Digital technology, on the other hand, demands current, useful, and predictive information in places that have undergone change.

Companies are adapting their accounting systems to better meet these needs. Some of the advantages include the addition of self-service reporting tools for managers, the automation of routine tasks, and better data analytics tools. This innovation has made accounting information more valuable and up-to-date, which helps organisations respond more rapidly to market changes, manage risks better, and stick to data-driven strategies. Furthermore, this new idea might make risk management a lot better for firms (Pronchakov et al., 2022).

Based on the above discussion, the researcher established the following hypothesis to evaluate the link between restructuring of enterprise management accounting systems and digital transformation.

"H_{01}: There is no significant relationship between Restructuring of Enterprise Management Accounting Systems and Digital Transformation."

"H_1: There is a significant relationship between Restructuring of Enterprise Management Accounting Systems and Digital Transformation."

Table 2: H_1 ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	283	5645.517	1057.807	.000
Within Groups	492.770	365	5.337		
Total	40081.390	648			

This study produces significant findings. The F value is 1057.807, achieving significance with a p-value of .000, which is below the .05 alpha level. The hypothesis *"H_1: A significant relationship exists between Restructuring of Enterprise Management Accounting Systems and Digital Transformation."* is accepted, whereas the null hypothesis is rejected.

9. DISCUSSION

The results of this research shed light on the revolutionary effect that digital technology has had on management accounting systems in corporations and the crucial part that these systems play in the process of value creation. Accounting is undergoing significant transformations as a result of the growing prevalence of digital technologies such as cloud computing, big data analytics, and AI among businesses. Accounting for management has seen significant transformations; once, it was mostly concerned with recording past transactions; however, in the present day, it is increasingly concerned with preparing for the future and making choices. By making operations more effective and providing researcher with a clearer sense of the future, these enhancements contribute to the generation of long-term value right now. The transition to digital may, however, bring forth a number of challenges. Some of these issues include the fact that accountants are not familiar with how to use computers, that employees inside the firm are resistant to change, that they are concerned about the safety of their data, and that it is difficult to link numerous systems. It is necessary for there to be a change in leadership; for there to be money spent on educating people on how to utilise technology; and for there to be a change in the way that the organisation operates in order for the transition to be effective. There is certainly more to this than just improved technological capabilities. This debate has made it abundantly evident that researchers need a comprehensive strategy for digital transformation that incorporates the development of new ideas, the alignment of goals, and the improvement of human resources. It is possible that recasting management accounting as an essential component of a digital strategy might assist a company in becoming more adaptable, innovative, and lucrative.

10. CONCLUSION

In light of the findings, it is abundantly obvious that the digital revolution is having a significant influence on the management accounting systems of corporations. The purpose of financial reporting has evolved to include the provision of strategic value, rather than just the transmission of information. Cloud computing, artificial intelligence, and big data are examples of technologies that have the potential to enhance the accuracy, value, and speed of accounting information. The ability to make decisions that are both flexible and well-informed is also facilitated by this. The use of management accounting is very important for modern firms since it enables them to beat their competitors and maintain their competitive edge. On the other hand, reorganisation yields success beyond mere technological savvy. Researchers must address the problems that arise within a company's premises. These kinds of issues include, among other things, worries about the safety of the data, a dearth of trained personnel, and employees who are in disagreement with authority. The ideals of the organisation, the commitments of its leaders, and the need for ongoing training are all factors that determine how successful the transformation initiative will be. As the transition to digital accounting continues, management accounting presents a number of opportunities as well as challenges. A complete strategy that integrates numerous electronic instruments, such as digital technology, strategic planning, staff development, cross-functional collaboration, and others, must be implemented by organisations to make the most of the advantages that digital technologies provide.

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