# The Effectiveness of Digital Accounting Practices on Goal Achievement for Thai Industrial Plants

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## ABSTRACT

**Manuscript type**: Research paper
**Research aims**: This research examines the effects of digital accounting practices efficiency on goal achievement at Thai industrial plants.
**Design/Methodology/Approach**: A quantitative survey was conducted using a structured questionnaire with 132 respondents. Data analysis employed descriptive statistics and the PROCESS macro for SPSS.
**Research findings**: The findings revealed that digital accounting practice efficiency significantly enhances organisations value enhancement and financial information usefulness. These improvements, in turn, positively affect goal achievement. Furthermore, organisational value enhancement and financial information usefulness serve as mediators in the relationship between digital accounting efficiency and goal achievement.
**Theoretical contribution/Originality**: Empirical evidence supports the resource-based theory, with relevance to Thai industrial plants.
**Practitioner/Policy implications**: These findings underscore the importance of digital accounting practice efficiency, organisational value enhancement, and financial information usefulness in goal achievement for industrial plants.
**Research limitation**: The study's focus on industrial plants in Thailand, which may restrict the generalizability of the findings.

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https://doi.org/10.22452/ajba.vol18no2.3

**Keywords**: Digital Accounting, Organisation Value Enhancement, Goal Achievement, Industrial Plants, Financial Information.
**JEL Classification**: M12, M41

## 1. Introduction

In Thailand's rapidly evolving digital landscape, the strategic deployment of technology has become a critical factor for business success (Imjai, Aujirapongpan, & Mahadi, 2023). Over time, technological advancements have significantly increased their impact on economic and societal systems. Initially designed as tools to support business operations, technologies are now deeply integrated into key economic structures, including manufacturing, services, social processes, and various economic activities, thus driving the emergence of the digital economy (Wattanasan, Nonpanya, Trinikorn, Srisawan, & Wattanasan, 2024). The adoption of these new technologies often precipitates substantial changes in organisational structures, processes, and practices, necessitating the development of updated policies and procedures to effectively integrate them (Janmethakulwat & Thanasopon, 2024). To remain competitive in this environment, organisations must expedite their transition to digital platforms. A critical challenge facing businesses today is the need to rapidly develop and implement effective digital business models. This underscores the importance for organisations to build competencies in leveraging digital technologies to support business operations and innovation (Saarikko, Westergren, & Blomquist 2020).

Therefore, technological change impacts society and industry through the adoption of technology in corporate operations (Majchrzak, Markus, & Wareham, 2016). Management believes that the implementation of technological processes enables operations to respond and create a competitive advantage. In addition, it results in better performance (Sahaanaa, Alagumani, & Velavan, 2021; Ismail & Hamid, 2024) and adds value to the organisation, such as cost savings (Ajaypal & Grover, 2018) and time savings (Baban, 2018). As a result of these changes, it is essential to develop hardware resources, along with the software and skills needed to effectively implement technology in operations (Petani, Ramirez, & Gendron, 2021). The advent of digital technologies and globalisation continues to reshape accounting practices (Shaleh, 2024). In particular, accountants need to analyse big data from multiple sources for planning, control, and decision-making (Chatterjee, Chaudhuri, Gupta, Sivarajah, & Bag, 2023; Arnaboldi, Busco, & Cuganesan, 2017). Understanding accounting information is

crucial for investors, as it leads to the achievement of organisational goals (Birt, Muthusamy, & Bir, 2017). This development aligns with the Resource-Based View (RBV), which emphasises the importance of organisational resources and their effective utilisation in gaining competitive advantage and ensuring operational success (Barney, 1991).

The resource-based theory is a theoretical concept based on economic concepts and strategic management focusing on the importance of the organisation's resources and the ability of organisations to use resources to gain competitive advantage and operational success. The key to an organisation's resources is that they are valuable and rare, difficult to substitute, and have unique attributes that are difficult to imitate in competitors. Therefore, the organisation will create that competitive advantage. Organisations should consider the resources and core capabilities of existing entities. It focuses on the development of existing resources and organisational work processes as its competencies (Barney, 1991; 2001). According to Leithner-Hanetseder and Lehner (2022), the use of technology to assist operations will make financial information useful for decision-making. Therefore, technological changes have occurred due to the advancement of the internet. Mobile-assisted operations and economic tools have brought about a lot of different kinds of information that have changed the way accounting is done (Alnoor, 2020).

Digital accounting practices encompass a comprehensive use of technology in accounting, relying on professional knowledge and skills to perform creative tasks, including accounting responsibilities, in order to achieve the organisation's goals. According to a study by Wamba (2022), the use of technology-assisted operations affects organisational agility and aligns with the goals and needs of stakeholders with available resources. More importantly, when the organisation adopts technology, it will result in organisational change under uncertainty to meet the needs of stakeholders (Konopik, Jahn, Schuster, Hoßbach, & Pflaum, 2022). It can be considered as adding value to the organisation, and even more so if the organisation creates learning and proficient operations that create value for the organisation. This leads to increased corporate profitability (Alipour, 2012), as well as the use of both financial and non-financial reports, such as accountability-based reporting, to influence corporate performance. Such practices highlight a commitment to social responsibility, which in turn enhances shareholder confidence (Oware & Mallikarjunappa, 2020; Akisik & Gal, 2017).

The literature consistently demonstrates that digital accounting technologies enhance financial information management and contribute to improved organisational performance. Prior studies highlight gains in reporting accuracy, timeliness, and decision-making (Anitha & Dinesh, 2023; Okpo & Eshiet, 2023; Suchanek & Kralova, 2023; Saleh, Marei, Ayoush, & Afifa, 2022; Phornlaphatrachakorn & Na-Kalasindhu, 2021), while others emphasise their role in strengthening service delivery and client relationships (Zhao, Noordin, & Sondoh, 2023). Nonetheless, empirical evidence on how digital accounting practices foster organisational goal achievement remains limited, particularly through mediating mechanisms such as organisational value enhancement (OVE) and financial information usefulness (FIU). Recent scholarship (Al-Okaily, Alsmadi, Alrawashdeh, Al-Okaily, Oroud, & Al-Gasaymeh, 2024; Ononiwu, Onwuzulike, & Shitu, 2024) underscores the need for further research to clarify the causal pathways by which digital technologies translate into improved performance and sustained competitiveness.

The most comparable evidence is provided by Phornlaphatrachakorn and Na-Kalasindhu (2021), who examined Thai listed firms and found that digital accounting adoption enhanced financial reporting accuracy and timeliness, thereby supporting improved decision-making and digital transformation. However, their study did not test mediating mechanisms such as organisational value enhancement (OVE) or financial information usefulness (FIU), nor did it address the industrial sector. Unlike listed firms, industrial plants operate under constraints such as limited capital, heterogeneous resources, and uneven technological readiness, which shape how digital practices are implemented and leveraged.

The significance of this study lies in its theoretical and practical contributions. Theoretically, it extends the RBV by showing how the efficiency of digital accounting practices functions as a valuable and rare resource that enhances competitive advantage through organisational capabilities and improved information quality. Practically, the findings provide managers in industrial plants with evidence-based guidance on digital investment priorities—not only in financial reporting systems but also in strengthening organisational capacities and ensuring the usefulness of financial information. This approach highlights the broader strategic role of digital accounting, moving beyond reporting accuracy toward long-term success and goal achievement.

This study makes several contributions to the literature. First, while prior research (Phornlaphatrachakorn & Na-Kalasindhu, 2021)

emphasised digital accounting's role in reporting quality and digital transformation, limited empirical evidence links digital practices directly and indirectly to goal achievement. By incorporating OVE and FIU as mediators, the study clarifies the mechanisms through which digital accounting fosters strategic success. Second, it extends RBV to Thailand's industrial sector, demonstrating how digital resources, when effectively combined with organisational skills, become strategic assets that generate competitive advantage. By focusing on industrial plants—characterised by capital constraints, uneven technological readiness, and structural diversity—the study expands the generalizability of digital accounting research beyond listed firms.

The structure of the paper is as follows: Section 2 reviews the relevant literature and develops the study's hypotheses; Section 3 presents the research methodology; Section 4 reports the empirical results; and Section 5 discusses the implications, contributions, and avenues for future research.

## 2. Literature Review

Digital technology has reshaped traditional accounting by improving accuracy, audit reliability, and timely reporting (Arora & Rathi, 2019). These advances support efficiency and informed decision-making, enabling firms to strengthen competitiveness. However, challenges remain, including information security risks and the continual need to upskill employees to fully capture the benefits of digital accounting transformation.

### *2.1 The Resource-Based View Theory*

Advancements in digital technology have significantly reshaped traditional accounting practices (Arora & Rathi, 2019). Digitisation improves data accuracy, strengthens audit quality, and ensures timely reporting, thereby enhancing decision-making and operational efficiency. These benefits are critical in today's data-driven environment but also create challenges, such as heightened cybersecurity risks and the need for continuous employee upskilling.

The RBV offers a useful lens for examining how digital accounting practices (DAP) function as strategic resources. RBV posits that long-term competitive advantage depends on resources that are valuable, rare, inimitable, and non-substitutable (VRIN) (Barney, 1991; 2001). Tangible resources such as infrastructure and digital platforms provide operational support, while intangible

assets—including knowledge, expertise, and intellectual capital—are increasingly vital in driving performance (Mailani, Hulu, Simamora, & Kesuma, 2024; Nguyen, Hoai, Vo, & Nguyen, 2023; Lubis, 2022). When effectively integrated, these resources enable organizations to adapt, innovate, and enhance outcomes (Kraaijenbrink, Spender, & Groen, 2010).

This framework is especially pertinent when examining the role of digital accounting in enhancing a firm's competitive advantage. Digital accounting, which encompasses technologies like cloud-based accounting systems, data analytics, and automation, enables firms to streamline financial management processes, improve decision-making, and reduce operational expenses. In this regard, digital accounting serves as both a tangible and intangible resource. The technology itself is a tangible asset that can enhance operational efficiency, while the knowledge and expertise required to implement and manage such systems represent valuable intangible assets. When combined, these resources play a strategic role in improving financial oversight, operational performance, and long-term organisational growth.

The RBV theory was applied in depth in many Thai industries. Digital accounting technologies are valuable resources, as they enable firms to improve efficiency, reduce errors, and gain better insights into their financial operations. If a firm customises or uniquely implements these technologies within its operational structure, they can become rare. The difficulty of imitation arises when a firm effectively integrates these technologies into its specific processes, creating proprietary systems that competitors deem impossible to replicate. Furthermore, digital accounting resources are non-substitutable when they are combined with specialised knowledge, organisational capabilities, and skilled personnel to create a unique and sustainable competitive advantage. The growing importance of technology, data, organisational capabilities, and skills in guiding digital transformation underscores the need for firms to strategically manage their resources. Scholars and industry reports alike highlight that the ability to leverage these resources effectively is paramount in driving digital transformation and achieving competitive success (Davenport & Redman, 2020).

Despite its usefulness, RBV has several limitations. First, it is often criticised for its static perspective, as it underestimates the dynamic capabilities required to adapt resources in fast-changing environments (Kraaijenbrink et al., 2010). This study addresses this by implicitly incorporating the Dynamic Capabilities View (DCV),

which highlights resource renewal and adaptation (Teece, 2018). Second, RBV suffers from conceptual vagueness in determining what counts as "valuable" or "rare." Here, we mitigate this by employing measurable mediators—organisational value enhancement and financial information usefulness—that operationalise RBV in a testable way. Third, RBV has a narrow internal focus, overlooking external pressures such as regulation and stakeholder demands. This limitation can be overcome by complementing RBV with theories such as Institutional Theory and Stakeholder Theory, which capture how legitimacy and social responsibility influence performance (Oware & Mallikarjunappa, 2020). Finally, RBV faces causal ambiguity, making it unclear whether resources cause performance or whether successful firms accumulate superior resources. To mitigate this, the present study applies mediation models, which clarify the mechanisms linking digital accounting efficiency to goal achievement.

In summary, while RBV remains a valuable framework, acknowledging and addressing its limitations—through integration with dynamic and external perspectives and the use of mediation analysis—provides a more comprehensive explanation of how digital accounting practices contribute to organisational success.

### *2.2 Digital Accounting Practice Efficiency and Goal Achievement*

Digital accounting is a powerful resource that aligns with RBV principles. By leveraging advanced technologies and the skills of the workforce, firms can improve their financial management capabilities, thereby gaining a competitive edge that supports both operational efficiency and sustainable growth in an increasingly digital business environment. Digital accounting practice efficiency is a comprehensive technological application in accounting, based on professional knowledge and skills, that enables the performance of creative and strategic tasks—including recording transactions and preparing financial statements—to achieve organisational goals. The importance of digital accounting is underscored by its capacity to enhance accuracy, improve operational efficiency, and expedite data processing (Anitha & Dinesh, 2023), which are vital for organisations in today's fast-paced, data-driven business environment.

Digital accounting improves performance in developing economies but seldom achieves goals. Digitalisation in Indian enterprises enhanced reporting accuracy, timeliness, and efficiency, improving strategic decision-making, according to Anitha and Dinesh (2023). Digital tools enable faster data access and real-time analytics, improving decision-making agility in unpredictable

contexts, according to Taib, Awang, Shuhidan, Rashid, & Hasan (2022) in Malaysia and Shahnia, Purnamasari, Hakim, & Endri, (2020) in Indonesia. These data show performance gains, but they define "performance" widely without linking it to corporate goals. In growing economies and industrial sectors, where success depends on operational efficiency, cost reduction, and output targets, this leaves a gap.

Developed economies emphasise different things. Hu, Tang, Yin, & Guo, (2024) revealed that digital reporting openness boosts accountability and market trust in Chinese enterprises. In the U.S., DiGabriele (2016) claimed digitalisation affects audit expectations and stakeholder trust. Digital tools change sustainability and operational flexibility in energy-intensive European industrial enterprises, according to Ma, Jørgensen, Levesque, Amazouz, & Ma, (2024). These studies emphasise energy and industrial efficiency over financial and accounting processes.

Additionally, Nurhasanah, Kusmiati, & Ningsih, (2024) found eight key factors influencing digital accounting transformation: business management, business risk, accounting association, digitalisation, organisational performance, company size, cost efficiency, and side effects of digitalisation. Their research on adoption factors and dangers focuses on macro-level patterns and student views without modeling causal linkages between digital accounting efficiency and organisational outcomes.

The current study, on the other hand, focuses on DAP in Thai industrial units and uses mediating mechanisms to immediately connect them to objective achievement. In contrast to Ma et al. (2024), who focus on industrial efficiency and sustainability, and Kusmiati (2024), who identify broad adoption factors, this study contributes to the body of literature by placing digital transformation within the accounting function and empirically analysing its paths toward organisational objectives.

Hypothesis 1 is therefore developed:

*H1:* Digital accounting practice efficiency has a positive effect on goal achievement.

### *2.3 Digital Accounting Practice Efficiency and Organisational Value Enhancement*

Utilising uncommon, distinctive, and non-substitutable resources such as bespoke accounting systems and skilled experience increases company value (Barney, 1991; 2001). Before affecting outcomes, DAP

(resource) must be embedded into value-creating routines (OVE) in RBV + DCV. Specifying how digital resources produce results addresses RBV's "static" argument. Different studies have shown these links. Despite their limitations, Thai digital transformation studies provide a useful foundation but do not address accounting-specific issues. In Thailand 4.0, Nzekwe and Pongvikrant (2022) used a qualitative, exploratory approach to examine digital transition. Digital transformation creates new business models, responds to customer behaviour changes, and challenges rising competition, according to their results. They cited CEO vision, resource availability, and business capabilities as drivers and impediments, including organisational inertia, competency gaps, and inadequate resources.

Organisational value enhancement refers to a company's ability to create opportunities and develop strategies that respond effectively to uncertainty while simultaneously meeting the expectations of key stakeholders. Aligning the organisation's strategies with stakeholder needs is essential for driving performance and achieving long-term success (Phiri, 2017). In the context of industrial plants, organisational value enhancement is especially significant as it helps firms adapt to volatile market conditions, technological changes, and evolving regulatory landscapes. Effective value enhancement involves leveraging both tangible resources such as machinery and technology and intangible resources like expertise, knowledge, and organisational capabilities.

Furthermore, Wongwaree, Santisarn, & Thirasirikul, (2023) revealed that accounting firm digital transformation increased service quality and client relationships, producing long-term organisational value. Lutfi, Alkelani, Al-Khasawneh, Alshira'h, Alshirah, Almaiah, Alrawad, Alsyouf, Saad, & Ibrahim, (2022) found that digital accounting systems improved resilience and performance in Jordanian SMEs during the Covid-19 pandemic, highlighting the value technology may create in resource-constrained environments. With organisational expertise, digital systems can create value, according to these studies.

DAP enhance organisational value in developed economies through internal efficiency advantages and external capital-market benefits. Enterprise resource planning (ERP), a cornerstone of digital accounting infrastructure, improves return on assets, productivity, and decision-support quality after deployment. Better integration, cycle times, and financial monitoring yield these benefits (Hunton, Lippincott, & Reck, 2003; Nicolaou, 2004).

More than internal operations, XBRL and iXBRL studies show value generation through transparency and information. Al-Okaily et al. (2024) found that digital reporting improves price discovery, reduces information asymmetry, and lowers firms' cost of capital, ultimately turning digital accounting into organisational value through governance and financing. Digitalisation in European accounting firms improves service quality and client interactions, creating differentiation and trust, according to Anton (2023).

Combining these dynamic settings gives context for the more general challenges of digital transformation, but they do not focus on accounting or organisational goals. DAP adds value through market trust, governance, and process integration, according to these developed-context outcomes. Instead, they rarely examine how FIU or OVE mediates DAP efficiency into objective attainment. This disagreement demonstrates the relevance of the current study, which goes beyond performance correlations to experimentally investigate how digital accounting methods improve organisational results in Thai industrial facilities with limited resources.

Hypotheses 2, 4 and 6 are therefore developed:

$H_2$: Digital accounting practice efficiency has a positive effect on organisational value enhancement.

$H_4$: Organisational value enhancement has a positive effect on goal achievement.

$H_6$: Organisational value enhancement mediates the relationship between digital accounting practice efficiency and goal achievement.

### *2.4 Digital Accounting Practice Efficiency and Financial Information Usefulness*

Prior literature emphasises that digital transformation enhances FIU. From an RBV lens, high-quality, decision-relevant information constitutes a vital intangible resource that strengthens organisational performance, while stakeholder and institutional perspectives stress its role in aligning internal actions with external expectations. FIU reflects the capacity to use accurate, reliable, and relevant financial and non-financial data for decision-making. Ensuring transparency fosters stakeholder trust and organisational legitimacy, supporting informed choices, sustainable growth, and competitive advantage in a data-driven economy (Hu et al., 2024).

DAP are expected to enhance FIU, which in turn supports execution and goal achievement. Okpo and Eshiet (2023) found that digitised practices in Nigerian firms improved report accuracy, reliability, and credibility, strengthening decision-making. Similarly,

Nurhayati, Azis, Setiawan, Yulia, Riani, & Endri, (2023) demonstrated that digital accounting adoption in Indonesian higher education enhanced FIU across sectors. While these studies confirm reporting benefits, they do not explain how FIU translates into strategic outcomes. In Thailand, Phornlaphatrachakorn and Na Kalasindhu (2021) showed that digital accounting improves reporting quality and digital transformation in listed firms. However, their study excluded mediating mechanisms such as FIU or OVE and overlooked industrial plants facing capital, resource, and technological constraints.

In developed economies, research emphasises transparency and accountability. Hu et al. (2024) found that digital financial reporting reduces information asymmetry and strengthens governance, while Anton (2023) showed that digitalisation improves accountability and client interactions through enhanced data accessibility. These studies highlight institutional and stakeholder dimensions of FIU but do not test its mediating role in linking digital practices to outcomes.

The present study addresses this gap by confirming that DAP enhances FIU and empirically testing it as a mediator between DAP efficiency and goal achievement. Focusing on Thai industrial plants, it extends evidence conceptually (through OVE and FIU as mediators) and contextually (resource-constrained firms), offering a clearer understanding of digital accounting's impact.

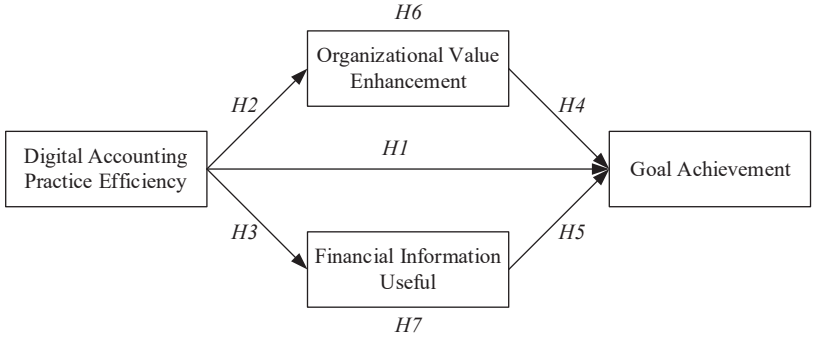
Hypotheses 3, 5 and 7 are therefore developed:

$H_3$: Digital accounting practice efficiency has a positive effect on financial information usefulness.

$H_5$: Financial information usefulness has a positive effect on goal achievement.

$H_7$: Financial information usefulness mediates the relationship between digital accounting practice efficiency and goal achievement.

**Figure 1: Conceptual Framework**



## 3. Methodology

Given this importance, researchers seek to understand the effects of digital accounting and its efficiency on goal achievement at Thai industrial plants by using the conceptual framework shown in Figure 1. Digital accounting practices can be explained as a comprehensive technology practice in accounting based on professional knowledge and skills performing creative tasks, including accounting responsibilities. Organisational value enhancement is the organisation's ability to appropriately create opportunities and approaches under uncertainty and be able to meet the needs of stakeholders. Financial information usefulness means the ability to use operational information, both financial and non-financial, that is accurate, sufficient, dependable, and relevant to decision-making. The organisation's vision, mission, and strategy link operational success to goal achievement, thereby creating a competitive advantage. Figure 1 displays the conceptual framework of this research.

### *3.1 Population and Samples*

The population for this study comprised 72,699 Thai industrial factories (Department of Industrial Works, 2023). To ensure that the data collection reflected key decision-making perspectives, the primary respondents were Chief Accountants, Directors, or Accounting Managers, as they are directly responsible for evaluating the performance of digital accounting practices within their organisations. The sample size was determined using Yamane's formula with a 95 percent confidence level, which yielded a required sample of 400 factories. Accordingly, 400 factories were selected, and the data collection followed a convenience sampling method, as presented in Table 1.

While this sampling approach facilitated feasible access to appropriate respondents, it presents a methodological limitation. Specifically, convenience sampling may not fully capture the heterogeneity of the broader industrial population, meaning that the characteristics of the selected sample may not completely represent the full population of Thai industrial plants. As a result, the generalizability of the findings is constrained, and the results should be interpreted with this limitation in mind (Etikan, Musa, & Alkassim, 2016; Amornkitvikai, Tham, Harvie, & Buachoom, 2022).

**Table 1: Results of Population and Samples**

| Sector | Population | Percentage | Samples |
|---|---|---|---|
| Central | 24,358 | 33.51 | 134 |
| Eastern | 12,313 | 16.94 | 68 |
| Northeast | 6,012 | 8.27 | 33 |
| South | 6,408 | 8.81 | 35 |
| North | 3,765 | 5.18 | 21 |
| West | 3,829 | 5.26 | 21 |
| Bangkok and surrounding areas | 16,014 | 22.03 | 88 |
| **Total** | **72,699** | **100** | **400** |

### *3.2 Data Collection and Instruments Test*

This research was approved by the Institutional Review Board of Rajamangala University of Technology Lanna (RMUTL-IRB 057/2024). Data were collected via mail surveys using structured questionnaires, with follow-up postcards sent to improve response rates. A total of 132 factories responded, representing 33 percent of the sample. According to Aaker, Kumar, & Day (2001), a 20 percent response rate is sufficient for analysis. Non-response bias was assessed by comparing early and late respondents, with results confirming no significant bias.

The suitability of the research instruments was evaluated through assessments of validity and reliability. Validity was examined using factor analysis, conducted separately for each construct due to the modest sample size. Recognising the potential for inflated loadings, a conservative threshold of 0.50 was adopted, following Hair, Black, Babin, & Anderson, (2010). Results showed that all items loaded strongly and significantly on their intended constructs, with values ranging from 0.732 to 0.982, exceeding the recommended standard. Reliability was assessed using Cronbach's alpha, with coefficients above 0.70 indicating satisfactory internal consistency (Hair et al., 2010). All constructs achieved values surpassing this benchmark, confirming both validity and reliability. These findings establish the instruments as suitable for subsequent regression and mediation analyses.

**Table 2: Results of Measure Validation**

| Variable | Factor Loadings | Coefficient of Cronbach's Alphaa |
|---|---|---|
| Digital accounting practice efficiency | 0.732 – 0.917 | 0.970 |
| Organisation value enhancement | 0.908 – 0.982 | 0.959 |
| Financial information usefulness | 0.817 – 0.911 | 0.906 |
| Goal achievement | 0.932 – 0.942 | 0.953 |

[a] Coefficient of Cronbach's alpha more than 0.900 mean the reliability level is excellent.

### *3.3 Measurement Variables*

The questionnaire used in this study was developed based on existing research literature in accounting and related fields. It aimed to measure each construct within the proposed conceptual framework. The scale for the study was derived from well-established definitions, as well as relevant adaptations and developments found in the literature. A five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), was employed to gauge respondents' levels of agreement with each statement. Each variable in the study was assessed using a multi-item scale to ensure comprehensive measurement. Except for operation period, number of employees, and registered capital.

The independent variable, digital accounting practice efficiency, was assessed using sixteen questions that focused on key dimensions such as professional knowledge and skills, the ability to perform creative tasks, and the role of accounting responsibilities within digital practices. These items were designed to capture the breadth of digital accounting practice and its efficiency in modern settings (Haranda, 2022; Saetao, 2021).

The study included two mediator variables: organisational value enhancement and financial information usefulness. Organisational value enhancement was measured using four items that addressed expectations of customers, minimising losses, and supporting decision-making processes (Saetao, 2021; Julamit, 2019). Financial information usefulness was also assessed through four items that evaluated the accuracy, sufficiency, reliability, and relevance of financial data for effective decision-making (Phornlaphatrachakorn & Na-Kalasindhu, 2021; Ubonkrut, 2020; Julamit, 2019).

The dependent variable, goal achievement, was measured through four items that focused on the overall operational and policy outcomes associated with the organisation's strategic objectives.

For hypothesis testing, the PROCESS macro for SPSS was utilised, which greatly simplified the mediation analysis process. This tool, developed by Hayes (2018), automates complex calculations, providing robust and reliable results for examining direct and indirect effects in the proposed model. The use of PROCESS ensures a rigorous and streamlined approach to mediation analysis, enhancing the study's validity and the reliability of its conclusions (Haranda, 2022; Suwannapach, 2020; Joni, Ahmed, & Hamilton, 2020).

This research concentrated on the control variable. The efficiency of digital accounting practices is significantly influenced by firm-specific factors, as indicated by Dang, Li, & Yang (2018), Lutfi et al. (2020), and Phornlaphatrachakorn & Na-Kalasindhu (2021). Three control variables were considered in this study. The operation period (OPE) was quantified by the number of years a firm has been operational: less than 5 years = 1, 5 years to less than 10 years = 2, 11 years to less than 15 years = 3, and more than 15 years = 4. The number of employees (EMP) was assessed based on the firm's workforce size: less than 50 employees = 1, 50 to less than 100 employees = 2, 100 to less than 150 employees = 3, and more than 150 employees = 4. Registered capital (CAP) was evaluated by the firm's investment amount: less than 1,000,000 baht = 1, 1,000,000 to less than 5,000,000 baht = 2, 5,000,001 to less than 10,000,000 baht = 3, and more than 10,000,000 baht = 4.

## 4. Results and Discussion

### *4.1 Descriptive Statistics*

The descriptive statistics highlight key demographic and organisational characteristics of the respondents and firms. Most respondents were female (53 percent), aged 30–40 (30.3 percent), and employed as accounting managers (30.3 percent); 48.1 percent held a bachelor's degree, and 47 percent had over 15 years' experience, indicating a well-qualified sample. At the firm level, 44 percent had operated for more than 20 years, 42.7 percent employed fewer than 50 workers, and 64.4 percent reported registered capital below 10 million baht. These patterns suggest a predominance of small- to medium-sized enterprises with long operational histories and limited capital, providing crucial context for examining digital accounting practices. Table 3 shows the demographic information for the respondents in greater detail.

**Table 3: Demographic information of the respondents**

| Category | | Frequency | Percent |
|---|---|---|---|
| Gender | Male | 62 | 47.0 |
| | Female | 70 | 53.0 |
| | Total | 132 | 100.0 |
| Age | less than 30 years | 29 | 22.0 |
| | 30 years to less than 40 years | 40 | 30.3 |
| | 41 years to less than 50 years | 31 | 23.5 |
| | More than 50 years | 32 | 24.2 |
| | Total | 132 | 100.0 |
| Level of Education | Lower Bachelor's degree | 6 | 4.5 |
| | Bachelor's degree | 64 | 48.5 |
| | Upper Bachelor's degree | 62 | 47.0 |
| | Total | 132 | 100.0 |
| Working Experience | Less than 5 years | 17 | 12.9 |
| | 5 years to less than 10 years | 34 | 25.8 |
| | 11 years to less than 15 years | 19 | 14.4 |
| | More than 15 years | 62 | 47.0 |
| | Total | 132 | 100.0 |
| Job Position | Chief Accountants | 38 | 28.8 |
| | Director | 13 | 9.8 |
| | Accounting Manager | 43 | 32.6 |
| | Other | 38 | 28.8 |
| | Total | 132 | 100.0 |
| Operation Period | Less than 5 years | 42 | 31.8 |
| | 5 years to less than 10 years | 12 | 9.1 |
| | 11 years to less than 15 years | 10 | 7.6 |
| | More than 15 years | 68 | 51.5 |
| | Total | 132 | 100.0 |
| Number of Employee | Less than 50 employees | 58 | 44.0 |
| | 50 employees to less than 100 employees | 10 | 7.6 |
| | 100 employees to less than 150 employees | 28 | 21.2 |
| | More than 150 employees | 36 | 27.3 |
| | Total | 132 | 100.0 |

| Category | | Frequency | Percent |
|---|---|---|---|
| Register Capital | Less than 1,000,000 baht | 85 | 64.4 |
| | 1,000,000 baht to less than 5,000,000 baht | 25 | 18.9 |
| | 5,000,001 baht to less than 10,000,000 baht | 6 | 4.5 |
| | More than 10,000,000 baht | 16 | 12.1 |
| | Total | 132 | 100.0 |

### *4.2 Correlation analysis*

Table 4 shows the Pearson correlation coefficient table for the variables. The results demonstrate that the efficiency of digital accounting practices is significantly associated with organisational value enhancement ($r = 0.894$; $p < 0.01$), financial information usefulness ($r = 0.868$; $p < 0.01$), and goal achievement ($r = 0.786$; $p < 0.01$). These findings underscore the strong link between the effectiveness of digital accounting and key organisational outcomes. The control variables further show that the operation period is positively related to goal achievement ($r = 0.277$; $p < 0.01$). In addition, employee factors exert significant influence on digital accounting efficiency ($r = 0.342$; $p < 0.01$), organisational value enhancement ($r = 0.428$; $p < 0.01$), financial information usefulness ($r = 0.277$; $p < 0.01$), and goal achievement ($r = 0.481$; $p < 0.01$). Importantly, all correlation coefficients fall below the threshold of 0.90 (Hair et al. 2010), indicating the absence of multicollinearity concerns. Collectively, these results provide assurance that the observed associations among constructs are both robust and distinct, thereby supporting the suitability of the data for subsequent regression and mediation analyses.

**Table 4: Correlation Matrix**

| Variable | DAP | OVE | FIU | GOA | OPE | EMP | CAP |
|---|---|---|---|---|---|---|---|
| Digital accounting practice efficiency (DAP) | 1 | | | | | | |
| Organisation value enhancement (OVE) | 0.894*** | 1 | | | | | |
| Financial information usefulness (FIU) | 0.868*** | 0.871*** | 1 | | | | |

| Variable | DAP | OVE | FIU | GOA | OPE | EMP | CAP |
|---|---|---|---|---|---|---|---|
| Goal achievement (GOA) | 0.786*** | 0.777*** | 0.838*** | 1 | | | |
| Operation Period (OPE) | 0.155 | 0.080 | -0.021 | 0.203 | 1 | | |
| Employees (EMP) | 0.184 | 0.023 | 0.127 | 0.052 | 0.165 | 1 | |
| Register Capital (CAP) | 0.204 | 0.136 | 0.015 | 0.068 | 0.196 | 0.202 | 1 |

*** Correlation is significant at the 0.01 level (2-tailed).

### *4.3 Hypotheses Testing*

The data in Table 5 shows that digital accounting practice efficiency has a significant, positive effect on goal achievement ($\beta$ = 0.6872, $p$ < 0.01), which supports $H_1$. Additionally, the results reported that digital accounting practice efficiency significantly enhanced organisation value enhancement ($\beta$ = 0.8111, $p$ < 0.01), hence supporting $H_2$. Furthermore, organisation value enhancement also had a significant positive impact on goal achievement ($\beta$ = 0.3625, $p$ < 0.01), providing support for $H_4$.

**Table 5: Results of Regression Analysis the Effect of Digital Accounting Practice Efficiency and Goal Achievement**

| Predictor | B | SE | t | p | BC 95 percent CI | |
|---|---|---|---|---|---|---|
| | | | | | Lower Limit | Upper Limit |
| Organisation value enhancement ($M$) ($R^2$ = 0.8096; $F$ = 135.0118[a]) | | | | | | |
| Digital accounting practices efficiency ($X$) | 0.8111 | 0.404 | 20.0814*** | 0.0000 | 0.7312 | 0.8910 |
| **Control variables** | | | | | | |
| Operation Period | -0.0915 | 0.0573 | -0.0654 | 0.6340 | -0.1675 | -0.4040 |
| Employee | 0.0569 | 0.4940 | 1.4659 | 0.1503 | 0.1170 | 0.2625 |
| Register Capital | 0.0659 | 0.0409 | 1.4325 | 0.1602 | -0.1668 | 0.0049 |
| Goal achievement ($Y$) ($R^2$ = 0.6858; $F$ = 69.3119[a]) | | | | | | |
| **Total effect** | | | | | | |
| Digital accounting practices efficiency (X) | 0.6872 | 0.519 | 13.2440*** | 0.0000 | 0.5845 | 0.7898 |

| Predictor | B | SE | t | p | BC 95 percent CI | |
|---|---|---|---|---|---|---|
| | | | | | Lower Limit | Upper Limit |
| Operation Period | 0.0663 | 0.0412 | 1.6081 | 0.1103 | -0.0153 | 0.1479 |
| Employee | 0.0916 | 0.0789 | 1.0356 | 0.2601 | 0.1171 | 0.3041 |
| Register Capital | 0.0615 | 0.0506 | 1.5293 | 0.1213 | -0.1539 | 0.0985 |
| Goal achievement (*Y*) ($R^2$ = 0.7109; *F* = 61.9552[a]) | | | | | | |
| **Direct effect** | | | | | | |
| Digital accounting practices efficiency (*X*) | 0.3931 | 0.1021 | 3.8497*** | 0.0002 | 0.1910 | 0.5952 |
| Organisation value enhancement (*M*) | 0.3625 | 0.1098 | 3.3023*** | 0.0012 | 0.1453 | 0.5798 |
| **Control variables** | | | | | | |
| Operation Period | 0.0182 | 0.1263 | 0.8324 | 0.2358 | 0.0222 | 0.1858 |
| Employee | 0.2001 | 0.1500 | 0.5384 | 0.2684 | 0.0428 | 0.2408 |
| Register Capital | -0.1714 | 0.0515 | -0.3282 | 0.1011 | 0.2733 | -0.0695 |

*** Statistically significant at level 0.01
** Statistically significant at level 0.05
* Statistically significant at level 0.1
[a] $p < 0.001$

The effectiveness of digital accounting practices affecting the achievement of organizational goals has an explanatory power of 68.58 percent. In addition, the digital accounting practices affecting organisation value enhancement in Thai industrial plants have an explanatory power of 80.96 percent, and the mediating effect of organisation value enhancement on digital accounting practice efficiency and goal achievement in Thai industrial plants has an explanatory power of 71.09 percent. Hair and Alamer (2022) argued that the explanatory power of the $R^2$ of more than 10 percent is acceptable.

Utilising the bootstrapping technique of the PROCESS macro to investigate the mediating impact of organisation value enhancement in Table 6. It was found that the effectiveness of digital accounting practices indirectly affects goal achievement through organisation value enhancement ($\beta$ = 0.2941, *SE* = 0.873).

Notably, the direct effect of digital accounting practice efficiency on goal achievement was still big even when organization value enhancement was taken into account. A mediation analysis was

conducted to examine the mediating effect of organization value enhancement on digital accounting practice efficiency and goal achievement. The total effect of the model was found to be significant, $\beta$ = 0.6872, BCa CI [0.5845, 0.7898], $p$ < 0.001. It was found that there was a statistically significant direct effect, $\beta$ = 0.3931, BCa CI [0.1910, 0.5952], $p$ < 0.01. A statistically significant indirect effect was also found: $\beta$, p < 0.001, $\beta$ = 0.2941. This means that increasing organizational value only partially explains how digital accounting practices make it easier to reach goals. So, the $H_6$ was accepted, which states, "There is a significant mediating effect of organization value enhancement on digital accounting practice efficiency and goal achievement."

**Table 6: Results of Regression Analysis for the Mediating Effect of Organisation Value Enhancement Between Digital Accounting Practice Efficiency and Goal Achievement**

| Predictor | Boot Indirect effect | BootSE | BootLLCI | BootULCI |
|---|---|---|---|---|
| **Indirect effect** of digital accounting practices efficiency (X) on Goal achievement (Y) via organisation value enhancement (M) | 0.2941 | 0.873 | 0.0975 | 0.4427 |

[a] p < 0.001

According to the results presented in Table 7, the digital accounting practice efficiency significantly enhanced financial information usefulness ($p$ = 0.8463, $p$ < 0.01), hence supporting $H_3$. Furthermore, financial information usefulness also had a significant positive impact on goal achievement ($p$ = 0.7509, $p$ < 0.01), providing support for $H_5$.

The digital accounting practices affecting financial information usefulness in Thai industrial plants have an explanatory power of 77.33 percent, and the mediating effect of financial information usefulness on digital accounting practice efficiency and goal achievement in Thai industrial plants has an explanatory power of 81.36 percent. Hair and Alamer (2022) argued that the explanatory power of the $R^2$ of more than 10 percent is acceptable.

**Table 7: Results of Regression Analysis the Effect of Digital Accounting Practice Efficiency and Goal Achievement**

| Predictor | *B* | *SE* | *t* | *p* | BC 95 percent CI | |
|---|---|---|---|---|---|---|
| | | | | | Lower Limit | Upper Limit |
| Financial Information Usefulness (*M*) ($R^2$ = 0.7733; *F* = 108.3296[a]) | | | | | | |
| Digital accounting practices efficiency (*X*) | 0.8463 | 0.0441 | 19.2042*** | 0.0000 | 0.7591 | 0.9335 |
| **Control variables** | | | | | | |
| Operation Period | -0.1229 | 0.0350 | -0.3510 | 0.2006 | -0.1922 | -0.0536 |
| Employee | 0.0971 | 0.0789 | 1.3056 | 0.1601 | 0.0177 | 0.1764 |
| Register Capital | -0.1560 | 0.0446 | -1.5351 | 0.1264 | -0.2444 | 0.0677 |
| Goal achievement (*Y*) ($R^2$ = 0.6858; *F* = 63.3119[a]) | | | | | | |
| **Total effect** | | | | | | |
| Digital accounting practices efficiency (X) | 0.6872 | 0.0519 | 13.2440*** | 0.0000 | 0.5845 | 0.7898 |
| **Control variables** | | | | | | |
| Operation Period | 0.0663 | 0.0412 | 1.6081 | 0.1103 | -0.0153 | 0.1479 |
| Employee | 0.1035 | 0.0472 | 0.2564 | 0.2984 | 0.1171 | 0.3041 |
| Register Capital | -0.1325 | 0.0526 | - 1.4268 | 0.1469 | -0.3065 | -0.0985 |
| Goal achievement (*Y*) ($R^2$ = 0.8136; *F* = 110.0195[a]) | | | | | | |
| **Direct effect** | | | | | | |
| Digital accounting practices efficiency (X) | 0.0516 | 0.0793 | 0.6515 | 0.5159 | -0.1052 | 0.2085 |
| Financial Information Usefulness (M) | 0.7509 | 0.0808 | 9.2955*** | 0.0000 | 0.9250 | 0.2247 |
| **Control variables** | | | | | | |
| Operation Period | 0.0578 | 0.06819 | 0.5847 | 0.4367 | 0.0925 | 0.2247 |
| Employee | 0.0877 | 0.0673 | 0.4697 | 0.3102 | 0.0638 | 0.2116 |
| Register Capital | -0.0853 | 0.0425 | -0.9872 | 0.2567 | -0.1695 | -0.0011 |

*** Statistically significant at level 0.01
** Statistically significant at level 0.05
* Statistically significant at level 0.1
[a] $p < 0.001$

Utilising the bootstrapping technique of the PROCESS macro to investigate the mediating impact of financial information usefulness in Table 8. The research found that the usefulness of financial information, which is an indirect effect of how well digital accounting works ($\beta$ = 0.6355, $SE$ = 0.0552), affects the achievement of goals. Even when the usefulness of the financial information was taken into account, the direct effect of digital accounting practice efficiency on goal achievement was still not significant ($\beta$ = 0.0516; BCa CI [-0.1082 – 0.2085], $p$ > 0.05). This suggests that financial information usefulness only fully mediates the effect of digital accounting practice efficiency on goal achievement. So, the $H_7$ was accepted, which states, "There is a significant mediating effect of financial information usefulness on digital accounting practice efficiency and goal achievement."

**Table 8: Results of Regression Analysis for the Mediating Effect of Financial Information Usefulness Between Digital Accounting Practice Efficiency and Goal Achievement**

| Predictor | Boot Indirect effect | BootSE | BootLLCI | BootULCI |
|---|---|---|---|---|
| Indirect effect of digital accounting practices efficiency (X) on Goal achievement (Y) via financial information usefulness (M) | 0.6355 | 0.0552 | 0.5336 | 0.7529 |

[a] $p < 0.001$

### *4.4 Discussion*

The objective of this study was to examine the effects of DAP efficiency on goal achievement in Thai industrial plants. The results indicate that DAP efficiency positively influences goal achievement, but more importantly, this effect is transmitted through OVE and FIU. This finding is broadly consistent with prior empirical research. For instance, Dongol and Shrestha (2024) and Oware and Mallikarjunappa (2020) emphasise that the usefulness of both financial and non-financial information is central to achieving organisational outcomes, while Alipour (2012) highlights that value creation through organisational learning and expertise development directly supports profitability and long-term sustainability. Similarly, Astuti and Agustine (2022) show that timely, decision-relevant financial information enhances organisational alignment with strategic goals, reinforcing the mediating role of FIU confirmed in

the present study. The robustness of the regression models and the strong explanatory power of the mediation specification strengthen the alignment of these findings with the RBV, which posits that organisations gain sustainable advantage when they effectively mobilise unique and valuable resources.

This study differs from prior research in two significant aspects. Initially, while research in developed economies (e.g., Hu et al., 2024; Verhoef & Bijmolt, 2019) frequently indicates direct effects of digitalisation on performance—especially via governance, compliance, or customer engagement—the current findings reveal that in Thai industrial plants, the direct influence of DAP on goal attainment becomes non-significant upon the inclusion of FIU, thereby substantiating a complete mediation pathway. This suggests that in resource-limited environments, digital technologies improve performance indirectly by providing decision-relevant information and fostering organisational value creation. Secondly, although previous research generally regarded value creation as a consequence of digitalisation, this study frames OVE as a mediating process, countering the static critique of RBV by demonstrating how resources transform into capabilities that facilitate sustained success.

From an RBV perspective, DAP efficiency represents both tangible resources (technological infrastructure, accounting systems) and intangible ones (managerial expertise, data-handling skills). Sustainable competitive advantage arises only when resources meet VRIN criteria—valuable, rare, inimitable, and non-substitutable (Barney, 1991; 2001). The findings support this view: DAP improves information quality and decision-making (Value); becomes difficult to replicate when embedded in firm-specific processes (Rarity & Inimitability); and creates unique value when integrated with routines and knowledge (Non-substitutability). Mediation results show that OVE and FIU act as capabilities transforming DAP into outcomes, reinforcing DCV's emphasis on dynamic resource deployment (Teece, 2018). FIU's role in enhancing stakeholder confidence aligns with stakeholder theory, while links to compliance and legitimacy underscore institutional theory. Overall, in Thai industrial plants, DAP contributes to goal achievement only through organisational mechanisms, clarifying mixed prior findings and extending RBV by highlighting context, mediation, and external pressures.

## 5. Conclusions, Suggessions and Contributions

### *5.1 Conclusions*

This study contributes to a deeper understanding of how digital accounting practices can influence organisational performance, highlighting the importance of efficient digital accounting practices for achieving sustainable growth and competitive advantage. Digital accounting practices are critical to enabling businesses to quickly use data to plan, control, and make decisions under uncertainty in order to achieve their goals. Therefore, the objective of this study is to investigate the effects of digital accounting practices efficiency on goal achievement at Thai industrial plants. In this study, 132 Thai industrial plants in Thailand are the sample of the study. The results indicate that digital accounting practice has a positive impact on organisation value enhancement, financial information usefulness, and goal achievement. It also showed that improving the value of the organisation and the usefulness of financial information plays a big role in how well digital accounting practices help Thai industrial plants reach their goals. Importantly, organisation value enhancement and financial information usefulness mediate the linkage between digital accounting practices efficiency and goal achievement.

This study provides valuable empirical evidence on the role of digital accounting practices in enhancing organisational value, information usefulness, and goal achievement within Thai industrial plants. However, an important limitation must be acknowledged: the reliance on a convenience sample may restrict the representativeness of the study. As a result, the findings may not fully capture the heterogeneity of all 72,699 Thai industrial factories. Future research should address this limitation by employing probability-based sampling methods or by replicating the study across different industry sub-sectors to strengthen external validity and generalizability.

### *5.2 Suggestions*

The study's results indicate that the efficiency of digital accounting practices affects both the organisation's value addition and the utilisation of financial reports in Thai industrial plants. Therefore, future research may expand qualitative research in the form of a focus group or in-depth interview on why digital accounting performance does not affect the achievement of organisational goals. Business competition forces us to investigate how external factors impact the performance of digital accounting operations, which in turn impacts the achievement of organisational goals.

## 5.3 *Contributions*

### *5.3.1 Theoretical contribution*

The study aims to enhance our understanding of the correlation between digital accounting practices and organisational performance, specifically in the context of Thai industrial plants. There is a lot of research on different aspects of digital transformation and accounting practices. This study adds to the theory by focusing on how organisational value enhancement and the usefulness of financial information play a part in the path from digital accounting efficiency to goal achievement. knowledge Competence is a valuable resource that allows organisations to gain a competitive advantage. The findings support the idea that digital accounting can drive organisational success through enhanced financial decision-making and increased organisational value, extending the theoretical understanding of accounting's evolving role in contemporary business environments. Therefore, Thai industrial plants should focus on digital accounting practices. This will lead to increased competitiveness.

### *5.3.2 Practical contribution*

This study provides compelling evidence of the significant role digital accounting practices play in enhancing organisational performance. For managers and executives in Thai industrial plants, the findings emphasise the importance of investing in digital accounting tools and technologies that streamline data collection, analysis, and reporting. By implementing efficient digital accounting systems, organisations can make more informed, timely decisions, which are critical in today's competitive and rapidly changing business environment.

The research further demonstrates that digital accounting practices can directly contribute to organisational value enhancement and the usefulness of financial information. This underscores the need to view digital accounting not just as an operational tool but as a strategic asset that adds value to the organisation. By improving financial transparency and providing real-time, accurate data, digital accounting can strengthen stakeholder confidence, enhance investor relations, and elevate the organisation's overall reputation. Moreover, the study reveals that organisational value enhancement and financial information usefulness act as key mediators in the relationship between digital accounting efficiency and goal achievement. This highlights the importance of aligning financial information systems with broader organisational strategies. For practitioners, the focus

should be on creating value through digital accounting by ensuring that financial data is not only accurate but also relevant, timely, and actionable. This approach can lead to more effective goal-setting and strategic execution, ultimately driving better organisational outcomes.

## Appendix: Survey Question

*Digital accounting practice efficiency*

1. Our organization promotes continuous learning and skill development to improve the effectiveness of accounting practices.
2. Our organization encourages awareness of technological changes to enhance the accuracy and timeliness of accounting practices.
3. Our organization provides regular opportunities for technology-related training to enhance my knowledge and skills.
4. Ore organization prioritizes the application of new accounting technologies to enhance responsiveness to changing work demands.
5. Our organization encourages the adoption of new accounting technologies and techniques to improve the preparation and presentation of information, enabling management to make more effective decisions.
6. The use of digital accounting tools in our firm has improved the accuracy and timeliness of financial reporting.
7. The organization implements accounting technologies in line with established principles and standards to ensure the effectiveness of financial reporting.
8. The organization adopts accounting technologies that prioritize stakeholder interests, which strengthens acceptance of accounting processes and practices.
9. Our organization encourages experimenting with new digital tools to improve the effectiveness of accounting practices.
10. Innovative use of technology in accounting processes enhances the timeliness and relevance of financial information.
11. Innovative approaches in accounting are encouraged to enhance the efficiency and reliability of information preparation.
12. The adoption of innovative digital practices in accounting supports continuous improvement and sustainable performance.

13. In my organization, we carry out accounting tasks with honesty and fairness, adhering to professional ethics.
14. Our accounting practices emphasize accuracy and integrity to ensure the reliability of financial information.
15. The organization takes responsibility for preparing accounting information in a truthful and transparent manner.
16. Ethical accounting practices in our organization provide reliable information that supports effective decision-making.

*Organization value enhancement*

17. Our organization enhances value by creating opportunities and strategies to operate effectively under uncertainty.
18. Our organization allocates resources efficiently to maximize organizational value and support long-term competitiveness.
19. The organization aligns business practices with customer needs and expectations to strengthen value creation.
20. Digital accounting practices in our organization contribute to organizational value by supporting effective management and decision-making.

*Financial Information Usefulness*

21. The organization provides financial and non-financial information that is accurate and reliable for stakeholder decision-making.
22. The organization ensures that its financial reports are complete, sufficient, and relevant to managerial and stakeholder needs.
23. The organization emphasizes credibility and transparency in accounting information to strengthen its usefulness for strategic decisions.
24. The organization's digital accounting practices improve the timeliness and quality of financial information, making it more useful for stakeholders.

*Goal Achievement*

25. The organization effectively achieves its strategic goals in alignment with its vision and mission.
26. The organization demonstrates consistent success in meeting its operational and strategic objectives.
27. The organization's performance outcomes enhance stakeholder trust and credibility.
28. The organization achieves long-term sustainability by aligning accounting practices with strategic goals.

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