

# The Effect of Innovative Management Accounting Tools (IMATs Use) on Organizational Performance and Sustainability

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Article

# The Effect of Innovative Management Accounting Tools (IMATs Use) on Organizational Performance and Sustainability

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**Abstract:** The development of information and communication technology has brought major changes in the field of management accounting. Organizations that previously tended to rely on traditional manual accounting tools, with advances in technology organizations are now able to take advantage of a variety of Innovative Management Accounting Tools (IMATs). Use of IMATs provides organizations with faster and more accurate access to information needed for strategic decision making. This study aims to examine the extent to which the use of IMATs can affect organizational performance and sustainability. In this study, data were analyzed from a number of organizations that have adopted IMATs and conducted empirical research to examine the relationship between the use of IMATs and organizational performance and sustainability. The method used is to use a quantitative method with a survey among senior accountants of the Supreme Audit Agency of the Republic of Indonesia (BPK RI). In this study, the number of samples used was 294 BPK senior accountants. The data in this study were analyzed using SmartPLS software. Using IMATs has a favorable impact on organizational performance and sustainability, according to the study's findings. The perceived ease of use of IMATs, on the other hand, has no impact on how often people use these devices. IMATs usage is, however, positively impacted by beliefs of the advantages of utilizing them (their perceived utility). IMATs usage also has a favorable impact on the effectiveness and sustainability of organizations. IMATs use was examined in this study, however it was found that there was no association between perceived ease of use and organizational success or sustainability. On the other hand, it plays a crucial role in mediating the link between perceived usefulness and organizational success and sustainability.

**Keywords:** Perceived Ease of Use; Perceived Usefulness; IMATs Use; Organizational Performance; Organizational Sustainability



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## 1. Introduction

In a business world filled with competition and challenges, the economic landscape is becoming more unpredictable. One of the key aspects that can affect organizational success is effective and accurate financial management (Karadag, 2015; Mehralian et al., 2017). The discipline of management accounting has seen significant changes as a result of the growth of information and communication technologies (Chenhall & Moers, 2015). Organizations that previously tended to rely on traditional manual accounting tools may now benefit from a choice of cutting-edge management accounting solutions thanks to technological advancements. Therefore, one significant tactic that firms may employ to

address these issues is the deployment of cutting-edge management accounting systems (Hutchinson, 2020).

In this case, the use of Innovative Management Accounting Tools (IMATs) provides organizations with faster and more accurate access to information needed for strategic decision making (Armitage et al., 2016; Oboh & Ajibolade, 2017). According to Appelbaum (2017), strategic management principles must be incorporated into managerial accounting to address the cost and revenue aspects of the organization, and to ensure a sustainable business approach. Innovative Management Accounting Tools (IMATs) cover various technologies, systems and methods used to collect, process and analyze financial or non-financial information in order to make better management decisions. In addition, IMATs can also improve organizational operational efficiency, speed up the financial reporting process, and enable better risk management. As a result, the application of IMATs may enhance organizational performance.

Pavlatos & Katakis (2015) during times of upheaval such as economic crises and political conflicts, the use of management accounting tools becomes very important. The goal is to better manage uncertainty, support high performance, and integrate sustainable practices into business activities. Meanwhile, traditional budgeting techniques are still used. Classic tools continue to be used despite the inadequate provision of information on organizational costs and results (Berland et al., 2018). With the existence of IMATs which have many important functions in budgeting, cost management, decision support, performance evaluation, and strategic management, it is hoped that organizations will consider using IMATs for a better organizational future (Brands & Holtzblatt, 2015). Utilization of IMATs can greatly improve organizational performance by improving cost control and offering a dynamic operational process perspective (Chenhall & Moers, 2015; Chiwamit et al., 2017).

In addition, organizational performance and sustainability are also a major focus in an increasingly complex and rapidly changing business environment (Pedersen et al., 2018). Organizations that are able to integrate environmental, social, and organizational governance (ESG) aspects into their business strategy tend to achieve better long-term sustainability (Süsi & Jaakson, 2020). In this context, the use of IMATs can also contribute to organizational sustainability by providing relevant data and information for measuring and reporting ESG performance. IMATs provide more complete, accurate and real-time information to organizational managers (Ascani et al., 2021). With better access to data and more sophisticated analysis, managers can make more informed and evidence-based decisions. IMATs enable organizations to produce more accurate, transparent and timely financial reports. In addition, IMATs can also assist organizations in monitoring and reporting on their performance in terms of environmental, social and organizational governance (ESG). This enhances management decision-making efficacy and may enhance organizational performance (Mio et al., 2020; Appelbaum et al., 2017).

This study aims to examine the extent to which the use of Innovative Management Accounting Tools (IMATs) can affect organizational performance and sustainability. In this study, data were analyzed from a number of organizations that have adopted IMATs and conducted empirical research to examine the relationship between the use of IMATs and organizational performance and sustainability. IMATs' significance in enhancing organizational performance and sustainability is expected to be well-understood as a result of this research. In addition, the results of this study can assist organizational managers in making better decisions related to the adoption and utilization of IMATs in organizational operations.

## 2. Literature Review

Organizations must adjust to changes in the external environment and economic reality as a result of the development of globalization and rising business competition (Ghauri et al., 2021). Competition is now not only happening within the country, but also from abroad. To be able to compete and take advantage of opportunities, organizations

can adopt effective management strategies that are aligned with the organization's strategic business objectives (Ismail et al., 2017; Shujahat et al., 2017). The use of Innovative Management Accounting Tools (IMATs) in the business environment has become a focus of attention. The importance of IMATs in improving organizational performance has inspired many studies aimed at understanding the factors influencing the adoption and use of IMATs in organizations (Värzaru et al., 2022; Mancini et al., 2021).

Perceived usability and perceived simplicity of use are two significant criteria that have a significant impact on the utilization of IMATs. The degree to which users believe utilizing IMATs is a simple process that requires little effort is referred to as perceived ease of use (Garneau et al., 2021). In the framework of the Technology Acceptance Model (TAM), Davis (1989) discovered that perceived ease of use significantly affects a person's desire to utilize technology. Perceived ease of use in the context of IMATs comprises elements like the user interface's clarity, its simplicity in usage, and the amount of training necessary (Wu & Chen, 2017). According to Martono et al. (2020), the use of IMATs inside businesses is positively impacted by perceived simplicity of use. Perceived usefulness, meanwhile, relates to the user's opinion of how much IMATs aid in doing tasks more effectively and successfully. This factor includes whether users feel that IMATs provide significant and relevant benefits in carrying out their work tasks. Natasia et al. (2022) in TAM shows that perceived usefulness positively influences individual intentions to adopt technology. In the context of IMATs, perceived usefulness may include aspects such as the ability of IMATs to provide accurate and useful information, enhance decision-making effectiveness, and improve operational efficiency. Research by Värzaru (2022) found that perceived usefulness has a positive influence on the use of IMATs by managers in organizations.

**H1.** Perceived Ease of Use influences Innovative Management Accounting Tools (IMATs)

**H2.** Perceived Usefulness influences Innovative Management Accounting Tools (IMATs)

Strategic management accounting was conceptualized to address the lack of management accounting practices and has become a valuable tool for monitoring organizational performance. Innovative practices in strategic management accounting result in increased performance for organizations (Alabdullah, 2019). In addition to being crucial for creating competitive strategies, strategic management accounting also encourages a sustainable approach. Innovative Management Accounting Tools (IMATs) are cutting-edge management accounting tools that have developed in response to the shifting dynamics of the corporate environment, which is becoming more complicated and dynamic. According to Lopez-Valeiras et al. (2015), decision-making using data analytics technology may enhance organizational performance by enhancing operational effectiveness and cost management. Another study by Al-Hashimi (2019) shows that the innovative use of IMATs can promote better decision making and support the achievement of organizational strategic objectives. By combining relevant accounting and non-accounting information, IMATs can provide organizational managers with better insights to make more informed and evidence-based decisions (Garneau et al., 2021).

Strategic management accounting makes use of IMATs, gives organizational managers more in-depth and comprehensive information, and devotes more time to the sustainability and external environment of the organization (Phornlaphatrachakorn & Khajit, 2020). Ibragimova (2010) highlights the value of strategic management accounting in regulating the costs of comparable goods and reducing expenses to reach desired profit margins. Innovative strategic management accounting solutions may be tailored to an organization's strategic management needs, as opposed to standard managerial accounting, which only gives internal and static financial information (Rashid et al., 2020). IMATs can also play an important role in driving organizational sustainability. In this context,

organizational sustainability includes environmental, social, and organizational governance (ESG) aspects. Research by Chenhall & Moers (2015) shows that the use of IMATs can help organizations measure, track, and report their performance against sustainability indicators. With IMATs in place, organizations can collect relevant data on their environmental impacts, social practices, and aspects of organizational governance. This enables the organization to identify areas for improvement, manage sustainability risk, and increase transparency in the organization's sustainability reporting.

**H3.** Innovative Management Accounting Tools (IMATs) affect Organizational Performance

**H4.** Innovative Management Accounting Tools (IMATs) influence Organizational Sustainability

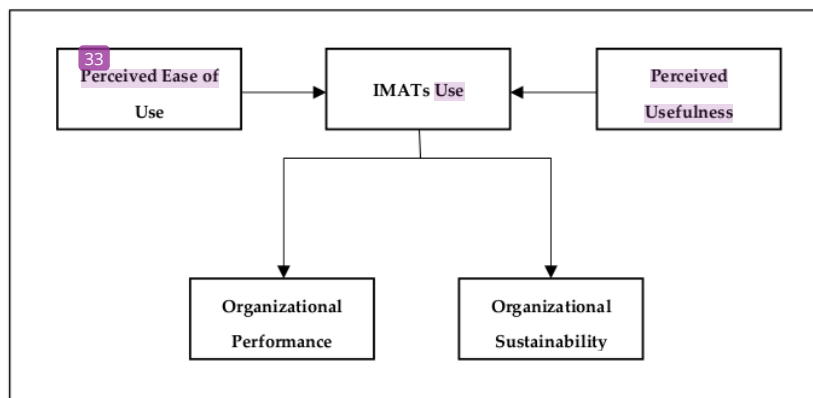
In the context of the use of IMATs in organizations, there is evidence to suggest that IMATs can mediate the relationship between perceived ease of use and company performance and company sustainability. Wu & Chen (2017) found that IMATs mediated the relationship between perceived ease of use and organizational innovation performance. This suggests that perceived ease of use of IMATs can increase the effective use of IMATs, which in turn contributes to improved organizational performance. With a high perception of the ease of use of IMATs, users will tend to adopt and use IMATs more effectively, which can then improve organizational performance and sustainability. In addition, Vărzaru et al. (2022) also found that IMATs mediate the relationship between perceived usefulness and organizational innovation. Users' perceptions of the usefulness of IMATs contribute to their more active adoption and use, which in turn has an impact on improving organizational performance and sustainability.

**H5.** The relationship between Perceived Ease of Use and Organizational Performance is mediated by IMATs

**H6.** The relationship between Perceived Ease of Use and Organizational Sustainability is mediated by IMATs

**H7.** The relationship between Perceived Usefulness and Organizational Performance is mediated by IMATs

**H8.** The relationship between Perceived Usefulness and Organizational Sustainability is mediated by IMATs



**Figure 1.** Conceptual Framework.

### 3. Research Method

This study used quantitative research methodologies on surveys among senior accountants at the Supreme Audit Agency of the Republic of Indonesia (BPK RI) to examine the effects of adopting IMAT on organizational performance and a sustainable strategy. Descriptive and inferential statistical analysis was performed on the data that was gathered and stored in the database. Structural equation modeling is utilized in order to establish the strength and significance of the connection between research factors. The results acquired corroborate the hypothesis derived from existing literature. A group of 435 BPK senior accountants were chosen for this research, with 318 of them returning the questionnaires provided, with a response rate of 73.1%. Furthermore, there were 24 incomplete questionnaires so that the final number of questionnaires that could be further analyzed in this study was 294. Furthermore, to obtain research results, data were analyzed using SmartPLS software.

According to Dusek et al. (2015), data gathering by email provides benefits over traditional data collection methods, including shorter data collection times, greater response rates, and lower overall survey expenses. The balanced scorecard, activity-based costing, target cost, lifecycle cost, and economic value added were the five instruments that were most frequently used in other research papers to measure management accounting innovation. These instruments were chosen for this study to examine the effects of using IMATs on organizational performance and a sustainable approach. Additionally, each item on the scale utilized in this study was verified in earlier studies, which showed it to be a valid and trustworthy tool.

**Table 1.** Questionnaire Design.

Variable	Indicator	Scale
Perceived Ease of Use	Customization	1 – 7
	Accessibility	1 – 7
	Rapidity	1 – 7
Perceived Usefulness	Innovativeness	1 – 7
	Information	1 – 7
	Cost	1 – 7
IMATs Use	Balanced Scorecard	1 – 7
	Activity-Based Costing	1 – 7
	Target Cost	1 – 7
	Lifecycle Cost	1 – 7
	Economic Value Added	1 – 7
Organizational Performance	Level Increased of Performance	1 – 7
	Adequate Information	1 – 7
	Influence of IMATs	1 – 7
Organizational Sustainability	Level Increased of Sustainability	1 – 7
	Adequate Information	1 – 7
	Influence of IMATs	1 – 7

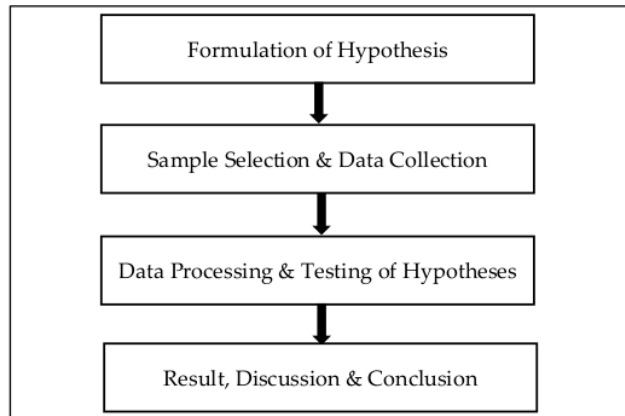


Figure 2. Research Process.

4. Results

Using the SmartPLS software, which enables the modeling of structural equations in partial least squares variance, the conceptual model [21] was put to use and tested. Test analysis in this study used 5 (five) latent variables. The variables of perceived ease of use, perceived usefulness and IMATs use are defined as exogenous variables while organizational performance and organizational performance are endogenous variables. In this case, the IMATs use variable is also used as a mediator variable. Furthermore, the indicators used in measuring latent variables in this case are: Perceived ease of use (customization, accessibility, rapidity); Perceived usefulness (innovativeness, information, cost); IMATs use (balanced scorecard, activity-based costing, target cost, lifecycle cost, economic value added); Organizational performance (level increased of performance, adequate information, influence of IMATs); Organizational sustainability (level of increased sustainability, adequate information, influence of IMATs).

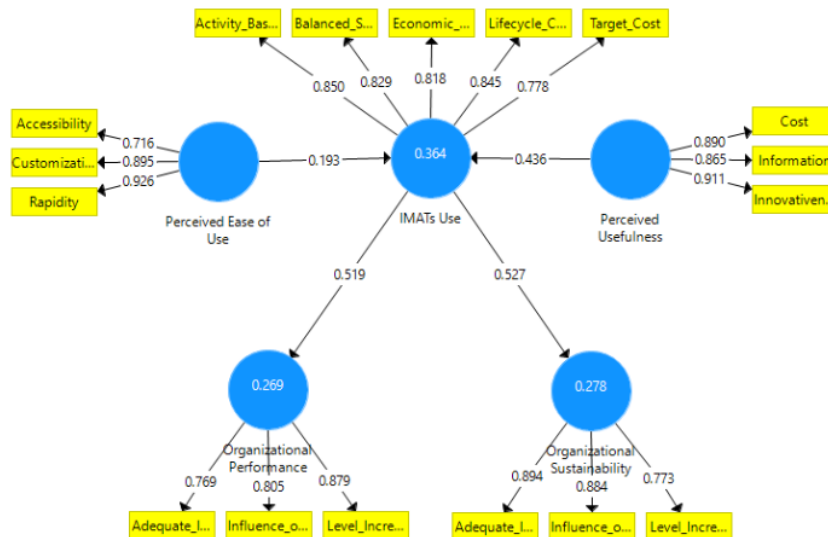


Figure 3. Empirical Model.

Table 2. Standard Loading Factor.

Variabel	Indikator	Standard Loading Factor
Perceived Ease of Use	Customization	0.895
	Accessibility	0.716
	Rapidity	0.926
Perceived Usefulness	Innovativeness	0.911
	Information	0.865
	Cost	0.890
IMATs Use	Balanced_Scorecard	0.829
	Activity_Based_Costing	0.850
	Target_Cost	0.778
	Lifecycle_Cost	0.845
	Economic_Value_Added	0.818
Organizational Performance	Level_Increased_of_Performance	0.879
	Adequate_Information1	0.769
	Influence_of_IMATs1	0.805
Organizational Sustainability	Level_Increased_of_Sustainability	0.773
	Adequate_Information2	0.894
	Influence_of_IMATs2	0.884

In testing the reliability indicators to see whether the indicators used are reliable in measuring latent variables, it can be assessed with a Cronbach's Alpha value above 0.7. Meanwhile, the Average Variance Extracted (AVE) value above 0.5 indicates that the indicators used to measure latent variables are valid.

<sup>10</sup> Table 3. Reliability and Validity.

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
<sup>19</sup> Perceived Ease of Use	0.804	0.886	0.724
Perceived Usefulness	0.867	0.918	0.790
IMATs Use	0.882	0.914	0.680
Organizational Performance	0.754	0.859	0.670
Organizational Sustainability	0.819	0.888	0.726

<sup>9</sup> The results of the analysis test in Table 2 above show the standard loading factor values obtained which range from 0.717 - 0.926 (>0.6), which means that the indicators for measuring latent variables in this study have a good correlation. Furthermore, the results of the reliability test and validity test in Table 3 show that the perceived ease of use variable obtained a Cronbach's Alpha value of 0.804 and an AVE value of 0.724. Perceived usefulness scored 0.867 for Cronbach's Alpha and 0.790 for the AVE score. Furthermore, the Cronbach's Alpha and AVE values of the IMATs use variable are 0.882; 0.680. While <sup>25</sup> organizational performance and organizational sustainability variables, the Cronbach's Alpha and AVE values obtained respectively were 0.754; 0.670 and 0.819;



0.726. From these results, the indicators in measuring latent research variables are reliable and valid so they can be relied upon.

A path coefficient test is used to examine the direct impact of perceived ease of use and perceived usefulness on the use of IMATs as well as the impact of that use on organizational performance and sustainability. If the statistical T value achieved is larger than 1.96 or it can be demonstrated by a P value of less than 0.05, the coefficient of this path can have a substantial impact.

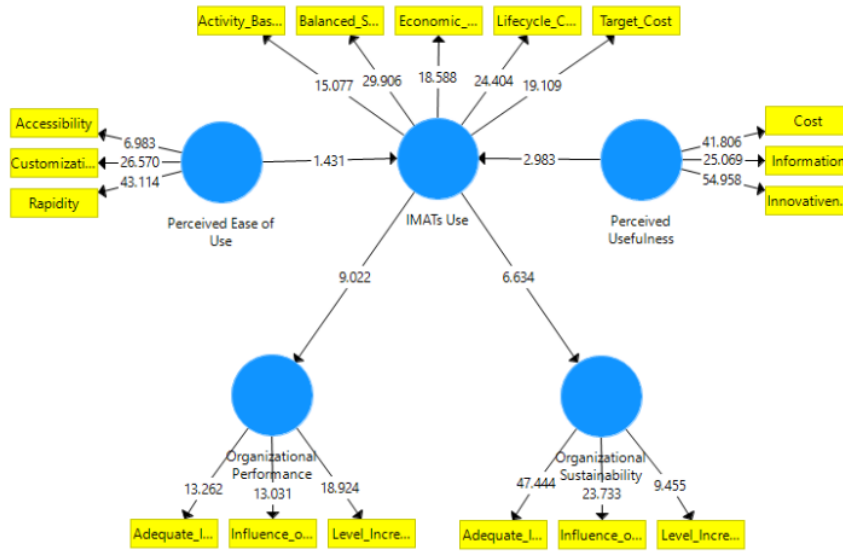


Figure 4. Paths Coefficients.

Table 4. Hypothesis Testing.

Hypothesis	T Statistics	P Values	Information
Perceived Ease of Use -> IMATs Use	1.431	0.154	Not Significant
Perceived Usefulness -> IMATs Use	2.983	0.003	Significant
IMATs Use -> Organizational Performance	9.022	0.000	Significant
IMATs Use -> Organizational Sustainability	6.634	0.000	Significant

The first hypothesis in this study cannot be accepted based on the statistical T value of 1.431 (less than 1.96) and the P value of 0.154 (more than 0.05) obtained from the hypothesis testing, as shown in Table 4 above. This hypothesis states that the use of IMATs is influenced by perceived ease of use. The second hypothesis in this study may be accepted since the impact of perceived usefulness on IMATs usage received a statistical T value of 2.983 (> 1.96) and a P value of 0.003 (0.005). Furthermore, in the third and fourth hypotheses where the hypothesis states that IMATs use has an effect on organizational performance and organizational sustainability, the statistical T value and P value obtained are respectively 9.022; 0.000 and 6.634; 0.000. With the results of these values, the third and fourth hypotheses in this study can also be accepted.

In addition, hypothesis testing was also carried out using mediating factors, in which case the variable used as a mediating variable was IMATs use. In this case, the hypothesis states that IMATs use can mediate the relationship between perceived ease of use and organizational performance and organizational sustainability. As well as stating that IMATs use mediates perceived usefulness with organizational performance and organizational sustainability.

**Table 5.** Indirect Effect.

Hypothesis	T Statistics	P Values	Information
Perceived Ease of Use -> IMATs Use -> Organizational Performance	1.278	0.203	Not Significant
Perceived Ease of Use -> IMATs Use -> Organizational Sustainability	1.404	0.162	Not Significant
Perceived Usefulness -> IMATs Use -> Organizational Performance	3.132	0.002	Significant
Perceived Usefulness -> IMATs Use -> Organizational Sustainability	2.398	0.017	Significant

Table 5 above shows that IMATs use in mediating the relationship between perceived ease of use and organizational performance and organizational sustainability cannot be accepted because the statistical T value obtained is less than 1.96 and the P value is more than 0.05, respectively 1.278; 0.203 and 1.40; 0.162. Thus, the fifth and sixth hypotheses in this study were rejected. Furthermore, IMATs use in mediating perceived usefulness with organizational performance and organizational sustainability obtained statistical T values and P values respectively 3.132; 0.002 and 2.398; 0.017. The statistical T value obtained is greater than 1.96 and the P value obtained is less than 0.05, meaning that the seventh and eighth hypotheses in this study can be accepted.

## 5. Discussion

Innovative Management Accounting Tools (IMATs) offer a solution because conventional management accounting tools tend to be less strategic and offer limited information. According to Natasia et al. (2022; Chenhall & Moers, 2023), IMATs are instruments that offer pertinent information to both internal and external stakeholders. The potential advantages of various practices and IMATs in businesses or organizations have been the subject of several studies. Instead of discussing how IMATs affect financial and non-financial performance and how they match with an organization's sustainable vision, the majority of earlier research concentrated on the usage and acceptance of IMATs in various national and economic contexts (Wu & Chen, 2017). In light of this, we attempt to emphasize the impact of IMAT use on the sustainability and performance of the Supreme Audit Agency of the Republic of Indonesia (BPK RI), in this example.

Värzaru et al. (2022) examined strategic management accounting in businesses and the function of IMATs in attaining objectives. This study came to the conclusion that, particularly in small and service businesses, cutting-edge management accounting technologies cannot fully replace conventional management practices. The majority of firms continue to utilize standard management accounting, although medium and large organizations employ strategic management accounting to encourage ongoing organizational growth. According to Alabdullah (2019), small and medium-sized business management favours traditional management accounting over strategic management accounting and does not give it due consideration.

The analysis of the data reveals that BPK RI uses the IMATs examined in this work to a rather high extent. The results of this study are consistent with those of Vărzaru et al. (2022) and Chenhall & Moers (2023), according to which having a strong strategic focus gives one greater control over all other aspects of organizational cost and performance management activities. Target costing's usage makes it possible for a stronger focus on the needs of the client, which makes the business more competitive than businesses that don't utilize IMATs. Organizations are under more and more pressure to conduct their business in a transparent and sustainable manner. As a result, the company decided to use IMATs, which allow for more constant coaching.

A series of internal oscillations are brought on by external factors and internal reactions. The adoption of more cutting-edge technologies into management accounting practice depends on both of these. IMATs help an organization's top management respond to external demands more effectively by giving them more specific data to support their decisions. According to Pavlatos & Kostakis (2023), sustainable management accounting and sustainability reporting have evolved into integrated instruments for gauging accounting performance and disseminating data on all facets of sustainable development. Organizations use strategic and sustainable management accounting and sustainability reporting as a procedure for gathering, evaluating, and disseminating information in an environment where the economy is becoming more dynamic and turbulent (Appelbaum et al., 2017). Organizations may secure a better degree of sustainability by utilizing cutting-edge accounting techniques and technologies that include factors more than just financial ones. IMATs may be included into organizational strategies or initiatives including strategic planning, ongoing innovation, sustainability, leadership, inventive work, and organizational learning to promote organizational resilience through enhanced performance and greater sustainability.

## 6. Conclusion

The results of this study conclude that the use of Innovative Management Accounting Tools (IMATs) has a positive influence on the performance and organizational sustainability of the Supreme Audit Agency of the Republic of Indonesia (BPK RI). Although perceptions about the perceived ease of use of IMATs (perceived ease of use) do not have a significant effect on their use, perceptions about the benefits of using IMATs (perceived usefulness) have a significant positive effect on the use of IMATs. In the context of BPK RI, the use of IMATs is associated with improving organizational performance and also contributing to organizational sustainability. The use of IMATs did not mediate the relationship between perceptions of ease of use and organizational performance and sustainability. However, the use of IMATs mediates the relationship between perceptions of the benefits of use and organizational performance and sustainability. Therefore, to improve the performance and sustainability of BPK RI, it is important for the organization to consider the adoption and use of IMATs, and ensure that perceptions about the benefits of using IMATs are strengthened in its implementation strategy. Organizational managers may consider adopting and utilizing IMATs to make better decisions in organizational operations and achieve better goals in the long term.

Perceptions of the benefits of using IMATs play a key role in encouraging their use. Organizational managers need to understand the possible benefits of IMATs and convey this information to potential users to increase adoption and utilization. IMATs not only have an impact on organizational performance, but also on sustainability. The use of IMATs can help organizations achieve long-term goals, including operational efficiency, cost savings and environmental sustainability. In addition, organizations that adopt and effectively utilize IMATs have greater opportunities to achieve competitive advantage and meet increasingly complex market demands. The results of this research can become the foundation for further development in the field of innovative management accounting. Further research can be conducted to deepen understanding of the use of IMATs and their implications for organizational performance and sustainability.

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