

Enterprise Resource Planning Systems and Accounting Modernization: Evidence from Financial Institutions in a Transition Economy

Albina KALIMASHI¹, Yilka AHMETI², Ardi AHMETI³

¹ University of Prishtina, Faculty of Mathematical and Natural Sciences, Prishtina, Kosovo, albina.kalimashi@uni-pr.edu

² Banka Ekonomike LLA, Prishtina, Kosovo, ahmeti.yilka@gmail.com

³ University of Prishtina, Faculty of Economics, Prishtina, Kosovo, ardsahmeti1@gmail.com

Background/Purpose: Enterprise Resource Planning (ERP) systems have become an important driver of digital transformation and accounting modernization in financial institutions. While prior studies have extensively examined ERP implementation in developed economies, limited evidence exists regarding ERP assimilation and its relationship with accounting modernization in transition economies. Furthermore, previous research has largely analyzed technology adoption frameworks separately. This study addresses these gaps by integrating the Technology Acceptance Model (TAM), the Unified Theory of Acceptance and Use of Technology (UTAUT), and the Technology–Organization–Environment (TOE) framework to examine ERP adoption intensity and accounting modernization in financial institutions operating in Kosovo.

Methods: A quantitative research design was employed using primary data collected through a structured questionnaire administered to employees of financial institutions in Kosovo. A total of 423 questionnaires were distributed, of which 300 valid responses were obtained. Data were analyzed using reliability analysis, Pearson correlation analysis, and multiple regression techniques in SPSS. The study adopts a post-adoption perspective, focusing on ERP assimilation and usage intensity rather than initial implementation decisions.

Results: The findings reveal that accounting efficiency and data accessibility are positively and significantly associated with ERP adoption intensity, indicating that institutions with more efficient accounting processes and better access to information tend to demonstrate deeper ERP assimilation. In contrast, reporting accuracy, decision-making quality, system users, and cost reduction exhibit weaker or statistically inconsistent associations with ERP adoption. The results further demonstrate that ERP assimilation and accounting modernization are related but conceptually distinct processes, with operational efficiency and information accessibility representing the strongest dimensions connecting ERP usage with accounting modernization in the examined context.

Conclusion: The findings highlight the importance of organizational readiness, employee training, and technological adequacy in supporting ERP assimilation and accounting modernization. By integrating TAM, UTAUT, and TOE within a post-adoption perspective, the study provides new evidence on the relationship between ERP assimilation and accounting modernization in a transition economy. The results offer practical implications for managers and policymakers seeking to strengthen digital transformation initiatives in financial institutions.

Keywords: ERP Adoption, Accounting Modernization, Financial Institutions, Transition Economies, Kosovo

1 Introduction

In the digital era, Enterprise Resource Planning (ERP) systems have become a key driver of organizational trans-

formation, enabling the integration and automation of core business functions, including accounting, finance, and customer relationship management. By providing a unified platform for information processing and resource

management, ERP systems enhance operational efficiency, improve reporting capabilities, and support strategic decision-making (Shim et al., 2002). Their importance has increased significantly within financial institutions, where accurate information, regulatory compliance, and timely reporting are essential for effective management and sustainable performance. The relevance of ERP systems is particularly evident in transition economies, where ongoing institutional reforms, evolving regulatory requirements, and varying levels of digital maturity create both opportunities and challenges for technological transformation. Kosovo provides a particularly relevant setting for examining these issues due to its continuing economic development, aspirations for European integration, and efforts to strengthen financial transparency and accountability. Although ERP systems have the potential to standardize accounting processes, improve information quality, and support organizational efficiency, their successful assimilation often depends on organizational readiness, employee capabilities, and technological infrastructure. To better understand these dynamics, this study draws on three complementary theoretical perspectives: the Technology Acceptance Model (TAM), the Unified Theory of Acceptance and Use of Technology (UTAUT), and the Technology–Organization–Environment (TOE) framework. Together, these frameworks provide a comprehensive basis for examining technological, organizational, and user-related factors associated with ERP assimilation and accounting modernization.

In Kosovo, ERP adoption within accounting and financial functions has gradually increased, particularly among banks, insurance companies, microfinance institutions, and larger organizations. The implementation of integrated accounting modules has contributed to improved financial data processing, enhanced reporting capabilities, and greater compliance with accounting and auditing standards. Nevertheless, the extent of ERP assimilation varies considerably across institutions. Many organizations continue to face challenges related to insufficient employee training, limited technological resources, and the coexistence of legacy information systems, which may restrict the effective utilization of ERP functionalities. Consequently, financial reporting and accounting processes often do not fully benefit from the analytical, control, and decision-support capabilities offered by modern ERP systems. These challenges are characteristic of many transition economies, where organizational and technological constraints frequently limit the realization of expected ERP benefits. As a result, understanding the factors associated with successful ERP assimilation and accounting modernization remains an important research and policy issue within Kosovo's financial sector.

ERP adoption within Kosovo's financial sector remains uneven across institutions. While larger financial institutions have increasingly implemented integrated ERP

solutions to support accounting, financial management, and reporting activities, smaller organizations often continue to rely on standalone software applications or partially digitalized processes. Such differences reflect variations in organizational resources, technological capabilities, and levels of digital maturity. As a result, the benefits associated with ERP systems, including process integration, real-time reporting, improved financial control, and enhanced analytical capabilities, are not realized uniformly across organizations. This uneven pattern of ERP assimilation highlights important structural differences within the financial sector and raises relevant questions regarding the extent to which ERP systems contribute to accounting modernization and organizational effectiveness in transition economies.

Despite these challenges, digital transformation initiatives have accelerated the adoption of modern accounting technologies across financial institutions, supported by increasing regulatory requirements, fiscal transparency initiatives, and growing demands for timely and accurate financial reporting. ERP systems offer several strategic advantages, including the automation of accounting and financial processes, improved information transparency, enhanced internal control mechanisms, and more effective risk management capabilities. These benefits have the potential to strengthen both operational efficiency and organizational competitiveness within the financial sector.

Nevertheless, empirical evidence on ERP assimilation and its relationship with accounting modernization remains limited in Kosovo and other transition economies. Existing studies have predominantly focused on ERP implementation in developed countries or have examined technology adoption without explicitly considering accounting modernization outcomes. Consequently, limited knowledge exists regarding how ERP assimilation contributes to improvements in accounting processes and organizational practices within financial institutions operating in transition environments. This gap highlights the need for context-specific evidence capable of informing both managerial decision-making and policy development aimed at supporting successful digital transformation initiatives.

This study adopts a post-adoption perspective, focusing on the depth and intensity of ERP assimilation rather than on the initial implementation decision. In transition economies, ERP systems are frequently introduced gradually and refined over time, making post-adoption dynamics particularly relevant for understanding their organizational value. Accordingly, ERP adoption is conceptualized as the extent to which ERP systems are integrated, utilized, and institutionalized within financial institutions, encompassing dimensions such as system integration, technical adequacy, and employee training. In contrast, accounting modernization refers to the transformation of accounting processes enabled by ERP usage, including improvements in accounting efficiency, data accessibility, reporting ac-

curacy, cost efficiency, and decision-support capabilities. This distinction allows for a clearer understanding of how ERP assimilation and accounting modernization interact within organizational settings.

To address the identified research gap, this study examines the relationship between ERP adoption intensity and accounting modernization outcomes in financial institutions operating in Kosovo. Specifically, it investigates whether accounting efficiency, data accessibility, reporting accuracy, cost reduction, system users, and decision-making quality are associated with the depth of ERP assimilation. By focusing on a transition economy context, the study responds to the limited empirical evidence available on post-adoption ERP outcomes beyond developed markets and contributes to a better understanding of digital transformation within financial institutions.

Rather than assuming a strictly one-directional relationship, this study conceptualizes ERP adoption intensity and accounting modernization as interrelated and mutually reinforcing organizational processes. Consistent with a post-adoption perspective, the empirical analysis focuses on examining the strength of these associations rather than establishing causal direction.

The study further contributes to the literature in three important ways. First, it provides empirical evidence from Kosovo, a transition economy that remains largely underrepresented in ERP and accounting research. Second, it explicitly distinguishes ERP adoption from accounting modernization and examines their interrelationship from a post-adoption perspective. Third, it integrates the Technology Acceptance Model (TAM), the Unified Theory of Acceptance and Use of Technology (UTAUT), and the Technology–Organization–Environment (TOE) framework into a unified analytical framework that combines technological, organizational, and user-related dimensions. By doing so, the study offers a more comprehensive explanation of ERP assimilation and accounting modernization than approaches relying on a single theoretical perspective. This integrated perspective represents the principal theoretical contribution of the study and provides a foundation for understanding ERP-enabled accounting modernization in transition economies.

The remainder of the paper is organized as follows. Section 2 reviews the relevant literature and develops the theoretical framework and research hypotheses. Section 3 describes the research methodology, including the sampling procedure, questionnaire design, data collection process, and analytical approach. Section 4 presents the descriptive statistics and preliminary empirical analyses. Section 5 reports the results of hypothesis testing and discusses the findings in relation to the existing literature and theoretical framework. Finally, Section 6 concludes the study by outlining its theoretical and practical implications, limitations, and directions for future research.

2 Literature Review

In transition economies such as Kosovo, the implementation of Enterprise Resource Planning (ERP) systems faces distinctive challenges rooted in organizational culture, limited technical expertise, and infrastructural constraints, all of which can adversely affect performance outcomes. Rather than being purely technological initiatives, ERP projects in such contexts represent complex organizational transformations that interact closely with human, managerial, and institutional factors. These contextual elements significantly shape ERP implementation outcomes, underscoring the necessity of adapting implementation strategies to local environments. Empirical studies in transition economies consistently identify human factors as the most significant barriers to ERP implementation, including employee resistance to change, insufficient training, and weak change management practices. Cultural and organizational characteristics influence not only ERP adoption decisions but also the extent to which ERP systems are subsequently used to modernize accounting practices, highlighting the importance of addressing human and organizational dimensions throughout the ERP lifecycle (Albu et al., 2015). Recent research further emphasizes that successful ERP implementation extends beyond technological sophistication to include staff training, managerial commitment, and user involvement (Nguyen & Waring, 2013). Employee engagement and alignment of ERP functionalities with organizational needs are critical for translating ERP adoption into meaningful accounting improvements (Samuel & Kumar, 2013; Silva et al., 2011). Cultural and financial constraints influence how effectively ERP systems are integrated into accounting and financial reporting (Zhang et al., 2005). In the financial sector, ERP adoption faces additional complexity, as systems must support regulatory compliance, data security, audit trails, and real-time transaction processing (Osei & Ackah, 2015). Here, ERP adoption provides the technological infrastructure, while accounting modernization reflects improvements in reporting accuracy, compliance, and analytical capability. Despite challenges from evolving regulations and legacy systems, well-configured ERP systems can enhance reporting quality, fraud detection, and managerial decision-making.

ERP systems integrate finance, accounting, human resources, and operational processes into a unified platform, improving information flow, process coordination, and organizational efficiency (Sumner, 1999). However, ERP adoption alone does not automatically lead to accounting modernization. The realization of accounting benefits depends on effective system utilization, organizational readiness, and employee capabilities. To explain these relationships, this study draws on three complementary theoretical perspectives: the Technology Acceptance Model (TAM), the Unified Theory of Acceptance and Use of Technology

(UTAUT), and the Technology–Organization–Environment (TOE) framework. Together, these frameworks provide a comprehensive foundation for understanding ERP assimilation and accounting modernization from technological, organizational, and user-related perspectives.

Adoption of Systems

Numerous studies have examined ERP system adoption (AS) in transition economies. Human-related factors, including employee involvement, continuous training, and organizational culture, are consistently identified as key determinants of successful adoption (Soja, 2006; Nguyen & Waring, 2013). ERP systems consolidate finance, production, inventory, and sales into a unified platform (Wallace & Kremzar, 2001). Incomplete or poorly managed adoption limits accounting modernization, causing duplicated efforts, inaccurate data, and weak coordination, whereas effective adoption enables standardized processes, improved collaboration, and enhanced data integrity (Horngren et al., 2002). Effective ERP adoption extends beyond implementation and requires sustained system utilization, integration across functional units, and organizational commitment. Previous studies indicate that successful ERP adoption improves information quality, process coordination, and operational efficiency, thereby creating the foundation for accounting modernization.

Technical Adequacy

Technical adequacy (TA) refers to the extent to which ERP systems are supported by a reliable and sufficient technological infrastructure, including system stability, integration across functional modules, data security, compatibility with legacy systems, and real-time processing capabilities. In financial institutions, technical adequacy is critical for ensuring uninterrupted transaction processing, secure data handling, audit trails, and regulatory compliance. Higher levels of technical adequacy enhance system reliability and performance, reduce operational disruptions, and enable users to effectively exploit ERP functionalities. Consequently, technical adequacy strengthens the capacity of ERP systems to support accounting modernization by facilitating timely reporting, data consistency, and process integration across organizational units (Zhang et al., 2005; Wang & Chen, 2006; Gattiker & Goodhue, 2005).

Employee Training

Employee training (ET) is essential for converting ERP adoption into effective accounting modernization. Training improves system usage, supports interdepartmental collaboration, and reduces resistance to change (Bias & Mayhew, 2005). Numerous studies highlight that inadequate training undermines ERP effectiveness and limits accounting improvements (Soja, 2006; Bernroider et al., 2011). Employee attitudes and competencies directly influence whether ERP systems enhance accounting performance or remain underutilized. Vendor and consultant support further facilitates the transition from ERP adoption

to sustained performance gains (Soja & Paliwoda-Pękosz, 2009).

This study adopts a post-adoption perspective, focusing on the intensity of ERP assimilation rather than the initial implementation decision. ERP adoption reflects the extent to which organizations effectively utilize and integrate ERP systems through investments in system integration, technological infrastructure, and employee training. In contrast, accounting modernization captures the process-level improvements enabled by sustained ERP usage, including enhanced efficiency, data accessibility, reporting quality, cost efficiency, and decision-making support. This distinction provides the basis for examining the relationship between ERP assimilation and accounting modernization within financial institutions.

Integration of TAM, UTAUT and TOE Frameworks

This study integrates the Technology Acceptance Model (TAM), the Unified Theory of Acceptance and Use of Technology (UTAUT), and the Technology–Organization–Environment (TOE) framework into a unified post-adoption perspective. While these frameworks have frequently been employed independently to explain technology adoption, their combined application provides a more comprehensive understanding of ERP assimilation and accounting modernization in financial institutions operating in transition economies.

TAM explains how users perceive the usefulness of ERP systems and how these perceptions are reflected in accounting efficiency and data accessibility. UTAUT extends this perspective by emphasizing facilitating conditions, user engagement, and organizational support, which are represented in this study through employee training and system utilization. TOE complements these individual-level perspectives by incorporating organizational and technological readiness factors, captured through technical adequacy and institutional support.

Together, TAM, UTAUT, and TOE suggest that ERP assimilation and accounting modernization are associated with processes shaped by technological, organizational, and user-related factors. This integrated perspective is particularly relevant in transition economies, where these dimensions jointly influence digital transformation outcomes.

Unlike traditional ERP adoption studies that focus on initial implementation decisions, this study adopts a post-adoption perspective, where ERP systems have already been implemented and the primary focus is on the intensity of ERP assimilation. From this perspective, accounting modernization outcomes are viewed not only as consequences of ERP implementation but also as mechanisms that may reinforce continued ERP usage and organizational integration over time. This integrated framework constitutes the main theoretical contribution of the study, as it extends prior ERP research by jointly examining ERP

assimilation and accounting modernization within the context of financial institutions operating in a transition economy.

Based on the integrated framework, accounting efficiency, data accessibility, reporting accuracy, cost reduction, system users, and decision-making quality are conceptualized as observable manifestations of accounting modernization enabled by ERP assimilation. TAM explains these outcomes through perceived usefulness and system-related benefits; UTAUT emphasizes facilitating conditions and user engagement that support sustained ERP utilization; while TOE highlights the role of technological readiness and organizational capabilities in enabling the realization of these benefits. Consequently, institutions experiencing higher levels of accounting modernization are expected to demonstrate deeper ERP assimilation and adoption intensity. Recent studies increasingly emphasize that ERP value creation depends not only on initial implementation but also on the extent of ERP assimilation within organizations. ERP assimilation refers to the degree to which ERP systems become routinized, integrated, and embedded in organizational processes over time. Contemporary research suggests that successful ERP assimilation facilitates digital accounting transformation through enhanced process automation, improved data accessibility, real-time reporting capabilities, and advanced analytical functionalities (Rawat, 2023; Nita & Wanicki, 2025; Sampayo & Silva, 2025). Furthermore, evidence from financial institutions indicates that digital transformation outcomes depend not only on technological infrastructure but also on organizational readiness, governance mechanisms, employee competencies, and overall digital maturity (Hamdy et al., 2025). These insights are particularly relevant in transition economies, where ERP implementation is often gradual and where institutional and organizational constraints may influence the realization of expected digital transformation benefits. Consequently, ERP assimilation and accounting modernization should be viewed as interconnected processes that evolve over time rather than as immediate outcomes of system implementation.

Accounting Efficiency

Accounting efficiency represents one of the most frequently reported benefits of ERP systems. By automating routine accounting activities and integrating financial information across organizational units, ERP systems reduce processing time, improve accuracy, and enhance operational efficiency (Kanellou & Spathis, 2013; Pervan & Dropulić, 2018). Empirical evidence suggests that ERP-enabled accounting modernization contributes to faster reporting cycles, improved data quality, and more efficient resource utilization (Elmonem et al., 2016). From a Technology Acceptance Model (TAM) perspective, efficiency improvements increase the perceived usefulness of ERP systems, thereby strengthening continued system utilization and organizational assimilation. Institutions

that experience greater accounting efficiency are therefore more likely to perceive ERP systems as valuable and to demonstrate higher levels of ERP adoption intensity. Accordingly, the following hypothesis is proposed:

Hypothesis H1: Financial institutions reporting higher accounting efficiency tend to exhibit higher ERP adoption intensity.

System Users

User competencies and engagement are critical for realizing the benefits of accounting modernization enabled by ERP systems. Prior studies indicate that user satisfaction, perceived ease of use, and system usability significantly influence the effective utilization of ERP functionalities (Al-Fraihat et al., 2020). Well-trained and competent users enhance productivity and accounting quality by increasing system reliability, reducing operational errors, and facilitating efficient data processing. Furthermore, system interoperability, user-friendly navigation, and continuous technical support are essential elements that strengthen the role of users in ERP environments. Although user competence is often treated as an antecedent of ERP success, this study conceptualizes system users as a dimension of accounting modernization, reflecting improved usability, satisfaction, and effective system exploitation enabled by ERP adoption. From a Unified Theory of Acceptance and Use of Technology (UTAUT) perspective, facilitating conditions, user competence, and engagement are important determinants of continued technology utilization. Consequently, organizations characterized by more competent and engaged ERP users are expected to demonstrate stronger ERP assimilation and deeper ERP adoption. Based on the above discussion, the following hypothesis is formulated:

Hypothesis H2: Financial institutions reporting higher levels of system user competence and engagement tend to exhibit higher ERP adoption intensity.

Cost Reduction

ERP systems contribute to cost reduction through automation, process integration, and the elimination of redundant accounting activities. Research indicates operational cost savings of up to 30–40% following ERP implementation (Beheshti et al., 2010). These cost reductions emerge primarily at the accounting process level, reflecting accounting modernization rather than ERP adoption alone. By standardizing accounting workflows and enabling real-time monitoring of financial transactions, ERP-enabled accounting modernization improves inventory control, budget discipline, and cost allocation accuracy. Improved financial control and real-time analytics further support cost efficiency and resource optimization (Ali & Miller, 2017). From a Technology Acceptance Model (TAM) perspective, cost savings represent a tangible organizational benefit that enhances the perceived usefulness of ERP systems. As financial institutions experience greater efficiency and resource optimization, they are more likely to perceive ERP systems as valuable and to support their

continued utilization and assimilation. Based on the above discussion, the following hypothesis is formulated:

Hypothesis H3: Financial institutions reporting greater cost reduction tend to exhibit higher ERP adoption intensity.

Reporting Accuracy

ERP systems enhance reporting accuracy by integrating financial data across departments and enabling real-time processing (Nguyen et al., 2021). This integration reduces data duplication, minimizes manual data entry errors, and ensures greater consistency across financial statements. Moreover, ERP-enabled accounting modernization strengthens regulatory compliance, audit trails, and internal controls, thereby improving transparency and reliability of financial information (Stickney et al., 2013; Krahel, 2012). As a result, reporting accuracy represents a central outcome of accounting modernization enabled by effective ERP usage rather than system adoption alone. From a Technology–Organization–Environment (TOE) perspective, reporting accuracy reflects the effectiveness of technological capabilities and organizational processes that support ERP utilization. Financial institutions characterized by higher reporting quality are therefore expected to demonstrate stronger ERP assimilation and deeper ERP adoption. Accordingly, the following hypothesis is proposed:

Hypothesis H4: Financial institutions reporting higher levels of reporting accuracy tend to exhibit higher ERP adoption intensity.

Data Accessibility

Centralized data access is a core advantage of ERP-enabled accounting modernization. By consolidating financial and operational data within a unified system, ERP solutions provide real-time access to accurate and up-to-date accounting information. Enhanced data accessibility improves transparency, strengthens internal control mechanisms, and supports timely managerial decision-making (Wickramasinghe & Pamarathna, 2017). Empirical studies confirm that ERP systems significantly enhance management information systems by facilitating cross-departmental information sharing and coordinated decision-making (Pervan & Dropulić, 2018). From a Technology Acceptance Model (TAM) perspective, timely and integrated access to information represents an important manifestation of perceived usefulness. Financial institutions benefiting from greater data accessibility are therefore more likely to perceive ERP systems as valuable and to support their continued utilization and assimilation. Accordingly, the following hypothesis is proposed:

Hypothesis H5: Financial institutions reporting greater data accessibility tend to exhibit higher ERP adoption intensity.

Decision-Making Quality

ERP systems improve decision-making quality by ensuring data integrity, consistency, and enhanced analytical

capability (Ali & Miller, 2017). Integrated accounting data enables managers to evaluate financial performance more accurately, assess risks, and allocate resources more effectively. Accounting modernization, rather than ERP adoption per se, is the mechanism through which decision-making quality improves, as modernized accounting systems provide timely, reliable, and relevant information for both operational and strategic decisions (Spathis, 2006). Consequently, ERP-enabled accounting modernization strengthens managerial control and supports evidence-based decision-making within financial institutions.

From the integrated TAM–UTAUT–TOE perspective, improved decision-making quality represents an important organizational benefit derived from effective ERP utilization. As financial institutions experience stronger decision-support capabilities, they are more likely to perceive ERP systems as valuable, support their continued use, and deepen ERP assimilation over time. Accordingly, the following hypothesis is proposed:

Hypothesis H6: Financial institutions reporting higher decision-making quality tend to exhibit higher ERP adoption intensity.

3 Methodology

This study employs a quantitative research design to empirically examine the relationship between Enterprise Resource Planning (ERP) adoption and the modernization of accounting practices in financial institutions operating in Kosovo. The methodological approach is grounded in established information systems and technology adoption theories, namely the Technology Acceptance Model (TAM), the Unified Theory of Acceptance and Use of Technology (UTAUT), and the Technology–Organization–Environment (TOE) framework. While TAM, UTAUT, and TOE jointly provide the theoretical foundation for this study, each framework contributes a complementary perspective for understanding ERP assimilation and accounting modernization. These frameworks collectively emphasize the importance of technological capabilities, organizational readiness, and human factors in driving digital transformation within organizations. Rather than focusing on initial ERP adoption decisions, this study adopts a post-adoption perspective, examining the association between accounting modernization outcomes and the intensity, quality, and institutionalization of ERP adoption within financial institutions.

The study population consists of financial institutions operating in Kosovo, including 10 commercial banks (with 211 branches nationwide), 30 microfinance institutions (with 158 branches), 13 insurance companies, and other non-banking financial institutions such as leasing and factoring companies.

A purposive sampling approach was employed, tar-

getting employees involved in accounting, finance, management, and information technology functions within financial institutions operating in Kosovo. These respondents were selected because of their direct involvement in ERP-related processes and accounting activities, making them particularly well positioned to evaluate ERP adoption and accounting modernization outcomes. Data were collected through an electronic questionnaire distributed to the selected participants. Out of 423 distributed questionnaires, 300 valid responses were received, resulting in a response rate of 71%, which is considered acceptable for organizational survey research. Of the total responses, 32% originated from commercial banks, 23% from micro-finance institutions, 25% from insurance companies, and the remainder from other financial entities such as currency exchange offices and financial agents. Respondents included financial directors, branch managers, financial controllers, auditors, procurement officers, human resource staff, and IT specialists, ensuring a balanced representation of both financial and technological perspectives. Demographic variables were intentionally excluded from the questionnaire, as the primary focus of the study is on ERP adoption and accounting modernization practices at the organizational level rather than on individual respondent characteristics. Although data were collected from individual respondents, the questionnaire items were designed to capture perceptions regarding organizational ERP usage and accounting modernization practices, consistent with prior ERP and information systems research.

Data were collected using a structured, self-administered electronic questionnaire distributed via Google Forms. The questionnaire items were measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The measurement items were adapted from previously validated instruments in the ERP and information systems literature, particularly drawing on UTAUT-based studies (Venkatesh & Bala, 2008; Oliveira & Hatakeyama, 2012; Lutfi et al., 2022). Prior to full-scale data collection, a pilot test was conducted with a small group of professionals to assess clarity, relevance, and content validity. Feedback from the pilot test led to minor wording adjustments to improve the comprehensibility of the questionnaire items. The final questionnaire comprised two main sections. The first section measured ERP adoption, while the second section captured accounting modernization outcomes. ERP adoption is conceptualized as a multidimensional construct reflecting the extent to which ERP systems are implemented and effectively utilized within financial institutions. It is operationalized through three dimensions: Adoption of Systems (AS), Technical Adequacy (TA), and Employee Training (ET). Accounting modernization is conceptualized as the transformation of accounting processes enabled by ERP usage and is measured through six outcome dimensions: Accounting Efficiency (AE), Data Accessibility (AD),

Reporting Accuracy (RA), Cost Reduction (CR), System Users (SU), Quality of Decision-Making (QD). To address the editorial concern regarding conceptual clarity and causal direction, two composite indices were constructed. The ERP Adoption Index (ERP Adoption) was calculated as the arithmetic mean of AS, TA, and ET, while the Accounting Modernization Index was calculated as the arithmetic mean of AE, AD, RA, CR, SU, and QD. This approach preserves the multidimensional nature of the constructs while ensuring a parsimonious and theoretically coherent empirical model.

Consistent with post-adoption and system assimilation perspectives within the information systems literature, this study conceptualizes accounting modernization as a multidimensional construct comprising accounting efficiency, data accessibility, reporting accuracy, cost reduction, system users, and decision-making quality. These dimensions are viewed as factors associated with the depth, quality, and effectiveness of ERP adoption within financial institutions. While a composite Accounting Modernization Index is constructed for conceptual purposes, the empirical analysis focuses on the individual dimensions in order to capture more detailed patterns of association with ERP adoption intensity.

$$ERP\ Adoption = \beta_0 + \beta_1 (Accounting\ Modernization) + \varepsilon$$

The equation above represents the conceptual association between ERP adoption and accounting modernization. However, the empirical analysis is conducted using the individual accounting modernization dimensions (AE, AD, RA, CR, SU, and QD) to provide a more detailed assessment of their associations with ERP adoption intensity. This specification reflects the post-adoption perspective adopted in the study, whereby ERP adoption intensity and accounting modernization are viewed as closely interrelated and mutually reinforcing organizational processes. Accordingly, the empirical analysis focuses on their associations rather than on establishing causal direction.

The survey-based quantitative approach adopted in this study is consistent with prior ERP and information systems research, which frequently relies on perception-based data to capture post-adoption system usage and organizational outcomes (Amoako-Gyampah & Salam, 2004; Bradford & Florin, 2003; Galy & Saucedo, 2014). Such an approach is particularly appropriate in transition economies, where objective performance indicators are often unavailable or not comparable across institutions. Multiple linear regression analysis is widely used in ERP adoption and assimilation studies to assess the strength and direction of relationships between system-related factors and organizational outcomes.

Data analysis was conducted using SPSS software. Internal consistency of the measurement scales was assessed using Cronbach's alpha, with all constructs exceeding the

recommended threshold of 0.70, indicating satisfactory reliability. Since all variables were collected using a single self-reported questionnaire, potential common method bias was evaluated using Harman's single-factor test. The first unrotated factor accounted for 34% of the total variance, which is below the commonly accepted 50% threshold, suggesting that common method bias is unlikely to pose a serious concern.

Pearson correlation analysis was performed to examine bivariate relationships among the study variables. Prior to regression analysis, multicollinearity diagnostics, including Variance Inflation Factor (VIF) and tolerance values, were assessed. The results indicate acceptable levels of multicollinearity, supporting the stability and robustness of the regression estimates.

Although confirmatory factor analysis (CFA) is frequently employed in studies involving latent constructs, this study adopts a theory-driven composite index approach, whereby multidimensional constructs are operationalized as aggregated indices rather than latent variables. In this context, reliability analysis, correlation analysis, and regression diagnostics are considered sufficient to ensure construct validity and analytical rigor. Given the exploratory nature of the study and the composite index approach adopted, CFA was not considered essential for the primary objectives of the analysis. Nevertheless, the absence of CFA is acknowledged as a methodological limitation, and future research is encouraged to employ structural equation modeling techniques to further validate the measurement model.

4 Data Analysis

This study assessed the internal consistency of the measurement instruments using Cronbach's alpha. Table 1

reports the results of the reliability analysis, indicating that all constructs exhibit alpha values above 0.88, which exceed the commonly accepted threshold of 0.70. These findings demonstrate strong internal consistency and confirm the suitability of the measurement scales for subsequent statistical analyses and hypothesis testing.

Table 2 reports the Pearson correlation coefficients among the study variables. The results indicate predominantly positive and statistically significant associations, suggesting that higher levels of ERP adoption dimensions are associated with improved accounting and organizational performance outcomes. Adoption of Systems (AS) is strongly correlated with Technical Adequacy (TA) ($r = 0.739$), Accounting Efficiency (AE) ($r = 0.746$), and Employee Training (ET) ($r = 0.699$). Positive correlations are also observed between AS and Cost Reduction (CR) ($r = 0.661$), Data Accessibility (AD) ($r = 0.681$), Reporting Accuracy (RA) ($r = 0.624$), and Decision-making Quality (QD) ($r = 0.563$).

Several constructs exhibit relatively high intercorrelations, particularly between Accounting Efficiency (AE) and Technical Adequacy (TA) ($r = 0.853$), Employee Training (ET) ($r = 0.816$), and Cost Reduction (CR) ($r = 0.803$), which is consistent with the integrated nature of ERP-enabled accounting processes. To assess potential multicollinearity concerns, variance inflation factor (VIF) and tolerance statistics were examined. VIF values range from 2.10 to 2.90, while tolerance values range from 0.34 to 0.48, indicating that multicollinearity is not a serious concern and supporting the suitability of the variables for subsequent regression analysis. Multicollinearity diagnostics were assessed for the set of predictors used in the exploratory regressions to ensure stable coefficient estimates.

Table 1: Reliability analysis of measurement constructs

Variable	Symbols	Cronbach alpha
Adoption of Systems	AS	0.882
Technical Adequacy	TA	0.899
Employee Training	ET	0.880
Accounting efficiency	AE	0.941
Cost reduction	CR	0.912
System users	SU	0.917
Reporting accuracy	RA	0.905
Access to data	AD	0.897
Quality of decision-making	QD	0.911

Authors' own analysis based on survey data

Table 2: Pearson correlation matrix and multicollinearity diagnostics

Variables										Collinearity	
	AS	TA	ET	AE	CR	SU	RA	AD	QD	VIF	Tolerance
AS	1									2.10	0.48
TA	0.739**	1								2.45	0.41
ET	0.699**	0.757**	1							2.28	0.44
AE	0.746**	0.853**	0.816**	1						2.90	0.34
CR	0.661**	0.753**	0.783**	0.803**	1					2.35	0.43
SU	0.673**	0.751**	0.802**	0.793**	0.810**	1				2.18	0.46
RA	0.624**	0.677**	0.629**	0.656**	0.659**	0.723**	1			2.52	0.40
AD	0.681**	0.754**	0.695**	0.697**	0.660**	0.735**	0.771**	1		2.67	0.37
QD	0.563**	0.616**	0.609**	0.629**	0.607**	0.611**	0.610**	0.727**	1	2.31	0.43

Note: **p < 0.01.

Source: Authors' own analysis based on survey data

Table 3: Exploratory Analysis of Associations between Accounting Modernization Outcomes and ERP Adoption Dimensions

Predictor	AS – β	AS – p	TA – β	TA – p	ET – β	ET – p
Constant	1.984	0.181	0.213	0.149	0.176	0.231
AE	0.603	0.00	0.721	0.000	0.684	0.000
CR	0.276	0.012	0.309	0.007	0.287	0.010
SU	0.198	0.103	0.264	0.040	0.331	0.009
RA	0.143	0.223	0.119	0.330	0.097	0.420
AD	0.354	0.006	0.388	0.004	0.362	0.007
QD	0.168	0.145	0.204	0.088	0.219	0.062
Number of observations						300
R ²						0.858
Adjusted R ²						0.849
F - statistics						90.728
Prob > F						0.000

Note: AS = Adoption of Systems, TA = Technical Adequacy, ET = Employee Training; AE = Accounting Efficiency, CR = Cost Reduction, SU = System Users, RA = Reporting Accuracy, AD = Data accessibility, QD = Quality of Decision-making.

Source: Authors' own analysis based on survey data

To further explore the interrelationships between ERP adoption and accounting modernization, three exploratory regression models were estimated in which the ERP adoption dimensions, Adoption of Systems (AS), Technical Adequacy (TA), and Employee Training (ET), were treated as dependent variables, while accounting modernization outcomes (AE, CR, SU, RA, AD, and QD) were included simultaneously as explanatory variables. These models are exploratory in nature and do not imply causal direction, but rather aim to assess the strength and pattern of associations between ERP adoption dimensions and accounting

modernization outcomes. This approach allows for a more nuanced understanding of the dynamic relationship between ERP adoption and accounting modernization within the study context. Given the multidimensional nature of ERP adoption, separate exploratory regressions were estimated for AS, TA, and ET to identify which accounting modernization outcomes are most strongly associated with each ERP adoption dimension. The relatively high explanatory power of the exploratory models reflects the integrated nature of ERP-enabled accounting systems and the close conceptual linkage between ERP adoption and

accounting modernization constructs.

Table 3 reports the regression coefficients, p-values, and model statistics. The results indicate strong and statistically significant associations between accounting efficiency and ERP adoption across all dimensions (AS: $\beta = 0.603$, $p < 0.001$; TA: $\beta = 0.721$, $p < 0.001$; ET: $\beta = 0.684$, $p < 0.001$). Data accessibility also exhibits statistically significant positive associations with ERP adoption dimensions (AS: $\beta = 0.354$, $p = 0.006$; TA: $\beta = 0.388$, $p = 0.004$; ET: $\beta = 0.362$, $p = 0.007$). Decision-making quality shows positive but marginally significant associations, while cost reduction, system user satisfaction, and reporting accuracy demonstrate mixed and less consistent levels of statistical significance across the estimated models.

These exploratory findings highlight the close interdependence between ERP adoption and accounting modernization outcomes but should be interpreted as associative rather than causal, in line with the study's primary model specification. The results further suggest that accounting efficiency and data accessibility are particularly closely linked with ERP adoption intensity, especially in terms of technical adequacy and employee training.

Overall, the exploratory analysis complements the main empirical model by reinforcing the theoretical assumption that ERP adoption and accounting modernization are mutually reinforcing processes within financial institutions, shaped by technological, organizational, and contextual factors.

5 Results of Hypotheses Testing

The purpose of this section is to assess whether the empirical patterns observed in the exploratory regression analysis are consistent with the hypothesized relationships between accounting modernization outcomes and ERP adoption. Although the empirical models examine accounting modernization dimensions in relation to ERP adoption intensity, the study does not assume a causal relationship. Instead, the reported results reflect associative evidence regarding the extent to which ERP adoption and accounting modernization are interconnected within financial institutions. Accordingly, the results should be interpreted as evidence of associations between ERP adoption and accounting modernization dimensions, rather than as evidence of causal effects.

Hypothesis 1 (H1): The results indicate that accounting efficiency exhibits a strong and positive association with ERP adoption across all three dimensions (AS: $\beta = 0.603$, $p < 0.001$; TA: $\beta = 0.721$, $p < 0.001$; ET: $\beta = 0.684$, $p < 0.001$). Efficient accounting operations may be associated with higher perceived usefulness and operational value of ERP systems, reflecting stronger integration, automation, and process standardization. This finding is consistent with prior studies emphasizing the close linkage between

process efficiency and information system utilization (Brynjolfsson, 1993; Chang, 2008; Melville et al., 2004). It is also consistent with the Technology Acceptance Model (TAM), which suggests that perceived usefulness reinforces continued system utilization and technology assimilation. Therefore, Hypothesis H1 is supported at the associative level. These results are consistent with the findings of Kanellou and Spathis (2013), Galy and Saucedo (2014), Pervan and Dropulić (2018), and Lutfi et al. (2022), who report that ERP-enabled integration improves accounting processes, information quality, and operational efficiency. This consistency may be explained by the ability of ERP systems to automate routine accounting tasks, improve process coordination, and facilitate real-time access to financial information. The finding is particularly relevant in the context of Kosovo and other transition economies, where many organizations are still progressing toward fully integrated digital accounting environments. More recent studies on digital transformation have reached similar conclusions, emphasizing that ERP modernization supports process automation and organizational performance improvements (Rawat, 2023; Sampaio & Silva, 2025).

Hypothesis 2 (H2): User-related outcomes demonstrate positive but uneven associations with ERP adoption across the estimated models (AS: $\beta = 0.198$, $p = 0.103$; TA: $\beta = 0.264$, $p = 0.040$; ET: $\beta = 0.331$, $p = 0.009$). While the coefficients are positive, statistical significance is not consistently observed across all adoption dimensions. This indicates that user satisfaction and system usage alone are not sufficient to explain variations in ERP adoption intensity. Differences in training quality, system customization, and change management practices may moderate the relationship between user-related outcomes and ERP adoption. This finding provides partial support for the Unified Theory of Acceptance and Use of Technology (UTAUT), which emphasizes the role of facilitating conditions and user-related factors in shaping technology utilization. Consequently, Hypothesis H2 receives partial empirical support. This finding is consistent with recent ERP assimilation research suggesting that user competencies, training quality, and facilitating conditions remain important determinants of post-adoption ERP success, although their effects may vary across organizational contexts (Lutfi et al., 2022; Sampaio and Silva, 2025). This consistency may be explained by the fact that employee competencies, training quality, and facilitating conditions directly influence the extent to which ERP functionalities are effectively utilized. In financial institutions, user engagement remains an important mechanism through which ERP systems generate organizational benefits.

Hypothesis 3 (H3): The association between cost reduction and ERP adoption is positive but not uniformly strong across all models (AS: $\beta = 0.276$, $p = 0.012$; TA: $\beta = 0.309$, $p = 0.007$; ET: $\beta = 0.287$, $p = 0.010$). Although some coefficients reach statistical significance, the overall

pattern suggests that cost-related considerations are not the dominant factor associated with ERP adoption intensity. This implies that financial institutions may place greater emphasis on process integration, efficiency, and data management capabilities than on short-term cost savings when adopting ERP systems. This finding is broadly consistent with the Technology Acceptance Model (TAM), suggesting that operational benefits beyond direct cost savings may play a more important role in shaping the perceived usefulness of ERP systems. As such, Hypothesis H3 is supported, although the observed associations are weaker than those reported for accounting efficiency and data accessibility. Recent studies further suggest that cost benefits from ERP systems often emerge gradually and depend on the extent of process integration, organizational redesign, and system utilization rather than on technology adoption alone (Rawat, 2023). This finding suggests that cost reduction may represent a longer-term outcome of ERP assimilation rather than an immediate consequence of ERP adoption, particularly in financial institutions operating in transition economies.

Hypothesis 4 (H4): The results reveal no statistically significant association between reporting accuracy and ERP adoption across all three dimensions (AS: $\beta = 0.143$, $p = 0.223$; TA: $\beta = 0.119$, $p = 0.330$; ET: $\beta = 0.097$, $p = 0.420$). This finding suggests that improvements in reporting accuracy are more closely related to organizational controls, data governance frameworks, and staff competencies than to ERP adoption intensity alone. From a Technology–Organization–Environment (TOE) perspective, reporting quality may depend more heavily on organizational processes and governance mechanisms than on technological adoption itself. Accordingly, Hypothesis H4 is not supported. This finding differs from several recent studies that report positive effects of ERP systems and digital transformation initiatives on financial reporting quality, accounting information accuracy, and regulatory compliance (Ogunmola & Olorunlana, 2024; Esawi & Misbah, 2025). In more digitally mature environments, ERP systems are often associated with stronger internal controls, standardized reporting procedures, and improved data consistency, which collectively contribute to higher reporting quality. However, the present findings suggest that ERP adoption intensity alone may not be sufficient to generate measurable improvements in reporting accuracy within financial institutions operating in a transition economy. A possible explanation is that reporting quality depends not only on technological integration but also on complementary organizational factors such as data governance practices, internal control systems, regulatory compliance mechanisms, and employee expertise. This interpretation is consistent with Hamdy et al. (2025), who argue that digital technologies generate stronger reporting outcomes when supported by appropriate governance structures and organizational readiness. Therefore, unlike

evidence reported in more developed contexts, the findings from Kosovo indicate that the relationship between ERP assimilation and reporting accuracy remains contingent upon broader institutional and organizational capabilities. This highlights the importance of considering transition-economy characteristics when evaluating the benefits of ERP-enabled accounting modernization.

Hypothesis 5 (H5): Data accessibility exhibits a statistically significant and positive association with ERP adoption across all models (AS: $\beta = 0.354$, $p = 0.006$; TA: $\beta = 0.388$, $p = 0.004$; ET: $\beta = 0.362$, $p = 0.007$). This indicates that institutions with better access to timely, integrated, and reliable financial data tend to display higher levels of ERP adoption and system utilization. Enhanced data accessibility increases transparency and supports real-time decision-making, thereby reinforcing the perceived value of ERP systems. This finding is consistent with the Technology Acceptance Model (TAM), which suggests that access to relevant and timely information enhances the perceived usefulness of information systems. Therefore, Hypothesis H5 is supported at the associative level. The result is also consistent with recent literature on ERP assimilation and digital transformation, which identifies data accessibility as a critical outcome of integrated information systems (Lutfi et al., 2022; Rawat, 2023; Nita & Wanicki, 2025). These studies suggest that ERP-enabled integration enhances information visibility, real-time data availability, and organizational responsiveness, thereby supporting accounting modernization and more effective information management. Enhanced data accessibility strengthens transparency, coordination, and regulatory responsiveness within financial institutions. This consistency may be explained by the ability of ERP systems to centralize organizational data and provide timely access to information across functional departments. Similar findings have been reported in studies on digital accounting transformation, where integrated information systems improve coordination, communication, and operational effectiveness. In the context of transition economies, these benefits may be particularly important, as financial institutions often continue to face challenges associated with fragmented information systems and limited levels of data integration.

Hypothesis 6 (H6): Decision-making quality shows positive but only marginal associations with ERP adoption, with p-values ranging from 0.062 to 0.145. While the coefficients suggest a positive relationship, the lack of strong statistical significance indicates that decision-making quality alone is not a decisive factor associated with ERP adoption intensity. Managerial expertise, analytical skills, and organizational learning processes are likely to influence this relationship. This finding suggests that the benefits of ERP systems for decision-making may depend on a broader combination of technological, organizational, and human factors, consistent with the integrated TAM–UTAUT–TOE perspective adopted in this study. Hypothe-

sis H6 is not supported at the conventional 5% significance level. This finding differs from a substantial body of literature suggesting that ERP systems improve managerial decision-making through enhanced information availability, analytical capabilities, and decision-support functionalities (Shim et al., 2002; Ali & Miller, 2017). Previous studies generally report that integrated ERP environments provide managers with timely and reliable information, thereby facilitating more informed strategic and operational decisions. However, the present results indicate that decision-making quality is only weakly associated with ERP adoption intensity within the sampled financial institutions. This finding is more closely aligned with recent research emphasizing that the decision-making benefits of ERP systems depend not only on technology adoption but also on information visibility, analytical competencies, organizational learning, and data-driven management practices (Nguyen, 2021; Rawat, 2023; Hamdy et al., 2025). A plausible explanation is that many organizations in transition economies remain in intermediate stages of digital transformation, where ERP systems have improved data integration and operational efficiency but have not yet been fully leveraged for advanced analytical and strategic decision-making purposes. Consequently, the results suggest that ERP assimilation alone does not automatically translate into higher decision-making quality. Instead, the realization of such benefits appears to require higher levels of digital maturity, stronger analytical capabilities, and organizational mechanisms capable of transforming ERP-generated information into actionable managerial knowledge. This distinction provides an important contribution to the literature by demonstrating that ERP benefits observed in developed economies may not fully materialize in transition economies without complementary organizational development.

Summary of Hypotheses Testing: The empirical findings indicate that accounting efficiency (H1) and data accessibility (H5) are the accounting modernization dimensions most strongly and consistently associated with ERP adoption intensity across all three ERP adoption dimensions. User-related outcomes (H2) and cost reduction (H3) display positive but comparatively weaker and less consistent associations, while reporting accuracy (H4) and decision-making quality (H6) do not exhibit statistically significant relationships with ERP adoption intensity. These results suggest that ERP adoption within Kosovo's financial institutions is primarily associated with operational efficiency, information accessibility, and process integration, whereas more advanced outcomes such as reporting quality and managerial decision-making appear to depend on additional organizational capabilities beyond ERP adoption itself. The findings contribute to the growing literature on ERP assimilation, accounting modernization, and digital transformation by providing evidence from Kosovo, a transition economy that remains largely

underrepresented in ERP research. Consistent with previous studies, the results confirm that accounting efficiency and data accessibility represent core benefits associated with ERP-enabled modernization. The strong associations observed for these dimensions support prior evidence suggesting that ERP systems create value through process automation, information integration, and improved accessibility of organizational data. These findings further reinforce the post-adoption perspective adopted in this study, according to which ERP value creation depends not only on implementation but also on the extent to which ERP systems become integrated into everyday organizational processes. However, the findings also reveal important differences from parts of the existing literature. Unlike several studies conducted in more digitally mature environments, the present study finds limited evidence that ERP adoption intensity is associated with reporting accuracy and decision-making quality. While previous research frequently reports that ERP systems enhance reporting reliability and managerial decision-support capabilities, the results suggest that these benefits may not automatically emerge from ERP adoption alone in transition economies. Instead, they appear to depend on complementary factors such as governance structures, internal control systems, organizational readiness, employee competencies, analytical capabilities, and overall digital maturity. Overall, the findings support the integrated TAM-UTAUT-TOE framework by demonstrating that ERP assimilation and accounting modernization are interconnected organizational processes shaped by technological, organizational, and human factors. The results further suggest that ERP assimilation may generate operational benefits, such as efficiency gains and improved information accessibility, earlier than strategic and reporting-related benefits. This distinction highlights the importance of contextual factors in transition economies and suggests that the full benefits of ERP-enabled digital transformation are more likely to emerge through sustained organizational learning, governance development, and progressive digital maturity. Nevertheless, given the cross-sectional nature of the data, the reported relationships should be interpreted as associative rather than causal.

6 Conclusions

This study examined the role of Enterprise Resource Planning (ERP) systems in the modernization of accounting practices within financial institutions operating in Kosovo. The findings indicate that accounting efficiency and data accessibility are closely associated with higher levels of ERP adoption, particularly in terms of technical adequacy and employee training. These results suggest that institutions characterized by more efficient accounting processes and better-structured information environments

tend to exhibit greater intensity and depth of ERP system utilization.

The absence of statistically significant associations for reporting accuracy and decision-making quality suggests that these outcomes may not be driven by ERP adoption intensity alone. In financial institutions, improvements in reporting quality and managerial decision-making often depend on complementary factors such as managerial practices, governance structures, data governance frameworks, and the maturity of ERP usage over time. Particularly in transition economy contexts, ERP systems may initially support process efficiency and data integration, while more advanced outcomes such as reporting quality and decision-making improvements emerge only at later stages of system assimilation and organizational learning. These findings are broadly consistent with recent studies on ERP assimilation and digital accounting transformation, particularly regarding the importance of accounting efficiency and data accessibility as key outcomes of ERP-enabled modernization. However, unlike several studies conducted in more digitally mature environments, the present study finds limited evidence that ERP adoption intensity is associated with reporting accuracy and decision-making quality. This suggests that, in transition economies, the realization of advanced ERP benefits may depend on complementary organizational capabilities, governance structures, and digital maturity beyond the adoption of technology itself.

The results further show that while accounting efficiency and data accessibility display strong and consistent associations with ERP adoption, cost reduction does not exhibit uniform statistical relationships with ERP adoption dimensions. This indicates that improvements in cost efficiency and reporting quality are not solely contingent upon ERP adoption intensity, but are likely influenced by additional organizational factors such as system configuration, user competencies, governance structures, and sustained managerial commitment.

From a theoretical perspective, the findings are consistent with post-adoption extensions of the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT), which emphasize the role of perceived usefulness and facilitating conditions in shaping system use and assimilation. The Technology–Organization–Environment (TOE) framework further supports these findings by highlighting the importance of organizational readiness and contextual constraints in transition economies, where the realization of ERP benefits depends on both technological and institutional factors.

From a practical standpoint, the results suggest that fostering ERP adoption in financial institutions requires more than initial technological investment. Rather, the findings suggest that ERP adoption and accounting modernization evolve together within financial institutions, with stronger accounting processes and deeper ERP assimilation mutual-

ly reinforcing one another over time. Accordingly, managers and policymakers should prioritize accounting process standardization, data accessibility, and targeted employee training as complementary strategies to strengthen ERP implementation outcomes.

Despite its contributions, the study has several limitations. First, the analysis is based on cross-sectional survey data, which does not allow causal inferences. Second, the sample is limited to financial institutions operating in Kosovo, which may affect the generalizability of the findings. Third, the study relies on self-reported perceptions rather than objective performance indicators. Future research could employ longitudinal designs, comparative cross-country analyses, and structural equation modeling techniques to further examine the dynamic relationship between ERP adoption and accounting modernization.

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Albina Kalimashi is a Teaching Assistant at the Faculty of Mathematical and Natural Sciences, University of Prishtina, in the Financial Mathematics program, where she teaches courses in economics and finance, with a particular focus on banking, risk management, and financial analysis. She is currently pursuing her PhD at the Faculty of Economics, University of Prishtina. Her research interests include banking stability, risk-taking behavior, financial performance, sustainable growth in the banking sector, as well as the role of digital systems, including Enterprise Resource Planning (ERP), in improving financial reporting and accounting practices in financial institutions. She is actively involved in academic research, professional training in financial analysis, and applied projects related to financial sector development in emerging and transition economies.

Yllka Ahmeti is Director of the Internal Audit Department at Banka Ekonomike, Prishtina, Kosovo. She has over 13 years of professional experience in banking supervision, financial regulation, and risk assessment, having previously served as a Senior Banking Supervision Officer at the Central Bank of the Republic of Kosovo. Her professional expertise includes internal auditing, corporate governance, internal control systems, regulatory compliance, and financial stability in banking and financial institutions. She holds a PhD in Auditing, and her research focuses on internal audit effectiveness, risk management, governance, and the role of audit in strengthening financial sector stability and institutional resilience in transition economies. She has contributed to academic and applied research on banking performance, supervisory practices, and institutional development.

Ardi Ahmeti, holds a PhD in Banking and Finance and has professional experience in accounting and financial management, particularly in the implementation and application of accounting systems in small and medium-sized enterprises (SMEs). His work focuses on improving financial reporting practices, strengthening accounting systems, and supporting the adoption of modern financial management tools within SMEs. His research interests include accounting systems, financial management in SMEs, ERP and digital accounting solutions, and the role of financial information systems in improving organizational performance and decision-making. He has contributed to applied research and professional projects related to accounting practices and financial system development in transition economies.

