The Effect of Digital Management Accounting Capability on the Sustainable Organizational Success of Thai–Listed Firms

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Abstract

This research attempts; 1) to investigate the effects of digital management accounting capability on sustainable organizational success; 2) to investigate the effects of proactive business vision, organizational resource readiness, modern accounting systems, digital technology growth, and intense competitive forces on digital management accounting capability; 3) to examine the moderating effects of digital transformation and employee learning on the antecedent–digital management accounting capability research relationship. Data were collected via a questionnaire from 169 listed firms on the Stock Exchange of Thailand and analyzed using descriptive statistics, content analysis, and statistical regression. The findings reveal a significant positive association between digital management accounting capability and sustainable organizational success. Proactive business vision, modern accounting systems, and intense competitive forces all have a significant impact on digital management accounting capability. Additionally, digital transformation and employee learning can potentially moderate these relationships, enhancing the understanding of the factors driving digital management accounting capability.

Keywords: digital management accounting capability; sustainable organizational success; Thai–listed firms

Introduction

In today's digital economy, electronic methods of accounting have significantly impacted both financial and management accounting, enabling faster and more accurate operations (Ritter & Pedersen, 2020; Kraus et al., 2022). Digital management accounting integrates advanced technologies to enhance communication, collaboration, content management, and data analytics, improving overall business processes (Khin & Ho, 2019). By converting financial data into electronic formats, it streamlines operations and increases data accuracy and availability. The effective use of digital tools in management accounting is vital for organizational success (Bhimani, 2020). Capabilities such as real-time data analytics, AI for predictive insights, blockchain for secure transactions, and big data analytics strengthen competitive advantages and improve decision-making and operational efficiency (Perifanis & Kitsios, 2023).

Prior research highlights the correlation between digital capabilities and managerial accounting competencies, emphasizing their impact on competitive performance (Imjai et al., 2023). However, the nuanced relationships between these elements require further study (Busulwa et al., 2022). This complexity underscores the importance of digital capabilities and managerial proficiency in achieving business success (Wanasida et al., 2021). Despite these benefits, a research gap exists in understanding the full impact of digital management accounting capabilities, especially in regions like Thailand. Challenges include limited access to advanced technologies, insufficient digital literacy, and regulatory hurdles. Addressing these challenges through targeted research can offer valuable insights for effectively implementing digital management accounting to drive organizational success.

In conclusion, digital management accounting capability is essential for modern business, offering significant advantages in efficiency, accuracy, and strategic value. Developing and leveraging this capability is crucial for maintaining competitiveness and achieving long-term success. Addressing the research gap, particularly in regions like Thailand, will provide deeper insights and practical solutions for maximizing the benefits of digital management accounting.

Research Objectives

This research attempts; 1) to investigate the effects of digital management accounting capability on sustainable organizational success; 2) to investigate the effects of proactive business

vision, organizational resource readiness, modern accounting systems, digital technology growth, and intense competitive forces on digital management accounting capability; 3) to examine the moderating effects of digital transformation and employee learning on the antecedent–digital management accounting capability research relationship.

Scope of Research

Content of the study:

1. Digital management accounting capability is the capability that allows organizations to utilize digital systems and resources to manage and analyze operational, financial, and non–financial data, supporting superior decision–making.

2. Sustainable organizational success refers to a firm's ability to achieve long–term financial goals and maintain optimal performance while ensuring continued viability. Increased profits, market share, product quality, innovation, employee satisfaction, and competitive advantage are the outcomes of sustainable organizational success.

Population and Sample: According to the Stock Exchange of Thailand (SET) database as of November 12, 2022, there were 675 Thai listed firms. Excluding rehabilitation firms, which are non–performing and removed from trading boards, the appropriate population consists of 672 listed firms (www.set.or.th). According to Krejcie and Morgan (1970), the sample size requirement is 245 respondents. To achieve this with a 20% response rate, typical for social science surveys, a questionnaire should be sent to 1,225 firms (Aaker et al., 2001). Given the population size, the entire population was used for the mail survey to ensure sufficient responses.

Area: These firms are divided into eight industrial sectors: Agro and Food Industry, Consumer Products, Financials, Industrials, Property and Construction, Resources, Services, and Technology.

Time: January – June 2023

Literature Review

Dynamic capability theory

Dynamic capacity theory combines strategic management and organizational theory to emphasize how technology and innovation boost productivity and growth. Organizational success

and competitiveness depend on technological integration. Dynamic capacity is an organization's ability to integrate, develop, and rearrange internal and external resources to adapt to changing business conditions, according to Teece (2018). Capability management seeks competitive advantage (Pundziene et al., 2021). Dynamic capabilities provide new processes, goods, and services, improve reaction time and efficiency, and provide new choice possibilities, boosting company performance (Ruiz–Ortega et al., 2023). Dynamic skills improve organizational success, according to research. Superior dynamic capacity exploitation boosts worldwide growth success (Fredrich et al., 2022). Firm competencies and renewal performance increase with product innovation. Dynamic capabilities allow organizations to renew or grow resources to meet performance goals.

Contingency theory

Contingency theory posits that there is no one–size–fits–all management approach; the most effective style depends on situational factors. This research examines digital management accounting capability within a contingency–based framework, exploring how various factors influence the success of digital management practices (Otley, 2016). Prior research highlights the impact of internal factors like firm size, digital technology growth, strategy, cultural fit, proactive business vision, and market orientation, as well as external factors such as intense competitive market and digitalization (Xu et al., 2016). The key antecedents include internal factors (e.g., proactive business vision, resource readiness, modern accounting systems) and external factors (e.g., intense competitive forces, digital technology growth). Technological advancements have an impact on accounting procedures, with different technologies requiring varying controls (Astuti & Augustine, 2022).

The proposed conceptual framework of this research is presented in Figure 1, which has been developed based on the research objectives, literature review, and the formulation of hypotheses.

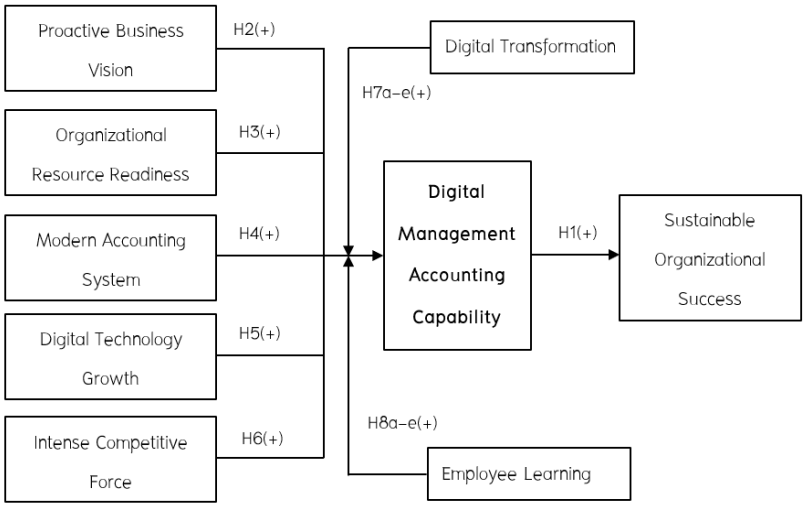

Fig. 1 Conceptual Model of Digital Management Accounting Capability and Sustainable Organization Success

Digital Management Accounting Capability and Sustainable Organizational Success

This research integrates digital accounting, management accounting, and dynamic capabilities to create a digital management accounting capability. This capability allows organizations to utilize digital systems and resources to manage and analyze operational, financial, and non–financial data, thereby supporting superior decision–making. Management accounting information aids organizations in adapting to changes such as digital transformation and competitive pressures. Digital management accounting capability involves using contemporary technology to gather, condense, evaluate, and disseminate financial and management accounting information, including analyzing data on a company's product markets, competitors' costs, and cost structures, as well as monitoring strategic positions over time. This integrated capability significantly influences organizational success by enhancing decision–making, operational efficiency, and strategic adaptability (Chenhall & Moers, 2015).

Sustainable Organizational Success (SOS)

The first research objective measures sustainable organizational success through outcomes like increased profits, market share, product quality, innovation, employee satisfaction, and competitive advantage. Sustainable organizational success pertains to a firm's ability to achieve enduring financial objectives and maintain optimal performance while ensuring continued viability.

Organizations making high–quality decisions are better positioned to gain stakeholder support and confidence, enhancing credibility and long–term success (Spilnyk et al., 2020). Therefore,

Hypothesis 1: Digital management accounting capability is positively related to sustainable organizational success.

The Effect of Antecedents on Digital Management Accounting Capability

The second research objective examines how antecedent variables affect digital management accounting capability, influenced by both endogenous and exogenous determinants. Endogenous determinants include proactive business vision, organizational resource readiness, and a modern accounting system, while exogenous determinants are digital technology growth and intense competitive forces. This research investigates which of these antecedents significantly impact digital management accounting capability.

Proactive business vision (PBV)

Proactive business vision is characterized as the senior executives' forward–looking perspective on future outcomes, actively seeking opportunities to evolve strategies and identify market trends (Halinen et al., 2024). Prior research indicates that companies consistently seek market opportunities and act as industry innovators to adopt proactive strategies (Feng et al., 2021). According to contingency theory, firms with proactive visions are more likely to adopt management accounting practices using advanced systems to meet changing management needs. The literature review confirms that a proactive top management vision correlates with higher dynamic management accounting capabilities. Therefore, the following hypothesis is proposed based on these arguments:

Hypothesis 2: Proactive business vision is positively related to digital management accounting capability.

Organizational Resource Readiness (ORR)

Competitiveness relies on an organization's resource readiness, which comprises assets, capabilities, processes, attributes, information, expertise, knowledge, and technology. These resources enable firms to perform tasks and make strategic decisions based on their capabilities. Organizational resource readiness is the capacity to distribute resources, optimize benefits, and strengthen market competitiveness. This is crucial in uncertain markets, where analytical competence increases demand and supply visibility, and organizational flexibility boosts operational

effectiveness (Srinivasan & Swink, 2018). Organizational resource readiness approaches must be customized to measure contextual factors and individual characteristics. Therefore, the following hypothesis is proposed:

Hypothesis 3: Organizational resource readiness is positively related to digital management accounting capability.

Modern accounting systems

Computer–based accounting information systems produce financial statements by collecting, storing, processing, and communicating financial data. These integrated systems turn corporate transactions from diverse functional areas into usable accounting information to enhance strategic decision–making. Thus, advanced accounting systems are essential for strategic goals. This study anticipates future systems to effectively gather, retrieve, and monitor large–scale, dynamic accounting data across digital products and technologies. To improve organizational performance, organizations employ IT to analyze transactions, publish data, generate financial statements, and analyze trends (Phornlaphatrachakorn & Jannopat, 2022). Therefore,

Hypothesis 4: Modern Accounting system is positively related to digital management accounting capability.

Digital Technology Growth

Digital technologies and new business models have changed customer expectations and habits, affected established enterprises, and altered marketplaces. Multi–media consumers connect fluidly with firms and other consumers across several, mostly digital, touchpoints (Verhoef et al., 2021). Innovative digital newcomers are outpacing many traditional firms, posing challenges for established market players. Digital technology has transformed customer relationships and market dynamics (Kraus et al., 2022). To survive and reorganize, firms must adjust their systems, business methods, and employee attitudes to digital transformation and new business models (Osmundsen et al., 2018). Therefore,

Hypothesis 5: Digital technology growth is positively related to digital management accounting capability.

Intense competitive force

Intense competitive force refers to the level of competition firms face within an industry, significantly shaping market structures and influencing business behavior and performance.

The relationship between competitive intensity and collaboration is crucial for achieving sustainable organizational success, impacting firm growth, competitive dynamics, and collaborative interactions, particularly in technology–driven sectors. Research indicates that managers' perceptions of industry competition intensity influence market learning and marketing capabilities. In highly competitive environments, managers allocate strategic resources to better understand customers and competitors (Bayighomog et al., 2020). Therefore,

Hypothesis 6: Intense competitive force is positively related to digital management accounting capability.

The Moderating Effect of Digital Transformation on the Relationship between Antecedents of Digital Management Accounting Capability

The third research objection emphasizes the moderating effects of digital transformation and employee learning on the relationship between antecedents of digital accounting management capability. Digitalization affects not only a firm's digital components and business models, but also its management accounting, control procedures, and controller roles. Digital transformation involves using digital technology to reshape a company's model, creating new revenue and value opportunities. It affects various business aspects, including supply chains, HR, and accounting. Digital transformation strengthens the link between IT capacity and organizational performance (Nwankpa & Roumani, 2024) . Textual analysis of annual reports indicates that digital transformation reduces costs, enhances efficiency, and boosts innovation (Zhai et al., 2022). To achieve goals and enhance sustainability, management should invest in and utilize digital accounting systems. Therefore,

Hypothesis 7a–e: Digital transformation will positively moderate the relationship between a) proactive business vision, b) organizational resource readiness, c) modern accounting system, d) digital technology growth, and e) intense competitive force and digital management accounting capability.

Employee Learning

Employee learning, which involves acquiring new skills and enhancing existing ones, is vital for individual and organizational development. Increased competence allows employees to excel in their roles, fostering a culture of innovation and creativity (Hutahayan, 2020). Continuous learning prompts employees to generate new ideas and solutions, improving the firm's adaptability

to business environment changes. Staying updated on industry trends and technologies boosts employee efficiency and productivity, positively impacting the firm's overall performance (Purwanto et al., 2023). Well-trained employees better understand and meet customer needs, enhancing customer satisfaction and the firm's reputation. Thus, employee learning is an investment in human capital, driving organizational growth, adaptability, and long-term success (Cetindamar et al., 2021). Therefore,

Hypothesis 8a–e: Employee learning will positively moderate the relationship between a) proactive business vision, b) organizational resource readiness, c) modern accounting system, d) digital technology growth, and e) intense competitive force and digital management accounting capability.

Furthermore, this research includes two control variables: firm size and firm age, which may influence the hypothesized relationships. These factors affect a firm's sustainability. Previous studies show that larger firms tend to adopt more advanced digital management accounting capabilities due to greater resources (Arend, 2014). Firm age also affects the use of digital management accounting as older organizations utilize their expertise to innovate and address challenges. Thus, both firm size and age significantly impact the implementation and utilization of digital management accounting systems.

Research Methodology

Research Instrument

In this research, the questionnaire consists of seven distinct sections. In the first section, respondents are required to fill out biographical information, which includes their gender, age, marital status, education level, job experience, and current position. The second section requires information about organizational characteristics, such as the industrial sector, period in business operation, number of employees, authorized capital of the firm, total assets, and average annual income. In the third through sixth sections, respondents are questioned about their perspectives on digital management accounting capability, its consequences, antecedents, and other influences. Finally, an open-ended question for accounting executive directors about digital management accounting capability suggestions and opinions is included in part seven.

Sample and Data Collection

This research focuses on accounting executives at listed firms in Thailand as key informants. Accounting executives possess the expertise to determine digital management accounting capability and provide accurate business insights. Questionnaires were mailed to accounting executives at 672 listed firms in Thailand in January 2023. After removing undeliverable questionnaires, the valid sample was 669, with 171 responses received. Two responses were incomplete, leaving 169 usable responses, yielding a response rate of approximately 25.26%. According to Aaker et al. (2001), a 20% response rate is acceptable for mail surveys without follow–up.

Measurement

All variables were evaluated using a 5–point Likert scale ranging from strongly disagree (1) to strongly agree (5), except for firm size and firm age. The five antecedent factors—proactive business vision (PBV), organizational resource readiness (ORR), modern accounting systems (MAS), digital technology growth (DTG), and intense competitive force (ICF)—were each evaluated using a 5–item scale. Additionally, 5–item scales were created to assess the moderating effects of digital transformation (DTF) and employee learning (EPL). Control variables included firm age (FAG), measured by years in business (0 = less than 15 years, 1 = more than 15 years), and firm size (FSZ), determined by total assets (0 = less than or equal to 10,000,000,000 Baht, 1 = more than 10,000,000,000 Baht).

Data Analysis

As shown in Table 1, the quality of the research instruments was validated through factor analysis and Cronbach alpha testing. Factor analysis tested the validity of the measurements by examining the factor loadings of each item set, with a cutoff of 0.40 indicating construct validity (Nunally & Bernstein, 1994). Cronbach alpha was used to evaluate reliability, with a coefficient value greater than 0.70 indicating internal consistency among questionnaire items (Hair et al., 2010). All factor loadings ranged from 0.456 to 0.941, exceeding the 0.40 cutoff and being statistically significant. The Cronbach alpha coefficients ranged from 0.820 to 0.926, all above the 0.70 threshold. These results confirm the measures' validity and reliability, making them suitable for further analysis.

Table 1 Results of measure validation

Items	Factor Loadings	Cronbach Alpha
Proactive Business Vision (PBV)	0.825 – 0.941	0.926
Organizational Resource Readiness (ORR)	0.755 – 0.937	0.900
Modern Accounting System (MAS)	0.842 – 0.911	0.926
Digital Technology Growth (DGR)	0.802 – 0.906	0.900
Intense Competitive Force (ICF)	0.848 – 0.879	0.912
Digital Transformation (DTF)	0.799 – 0.904	0.902
Employee Learning (EPL)	0.669 – 0.848	0.820
Digital Management Accounting Capability (DMAC)	0.456 – 0.930	0.899
Sustainable Organizational Success (SOS)	0.746 – 0.867	0.880

Statistical Technique

Table 2 shows the descriptive statistics and correlation matrix for all variables. Pearson correlation coefficients varied from 0.605 to 0.822, with $p < 0.01$. All variables, except for the control variables, indicated a positive correlation, allowing for relationship testing. Nevertheless, some variables are more than 0.80. The present research used variance inflation factors (VIF) to examine the correlation variables. The findings show that the variance inflation factor (VIF) in equations ranges from 3.873 to 6.278, which is less than the indicated cutoff value of 10, indicating that the independent variables are not associated. Thus, multicollinearity is not a concern in this research.

Table 2 Correlations matrix

	PBV	ORR	MAS	DGR	ICF	DMAC	SOS	FAG	FSZ
Mean	4.464	4.428	4.454	4.373	4.463	4.336	4.388	0.716	0.254
S.D.	0.553	0.609	0.583	0.571	0.531	0.476	0.520	0.452	0.437
PBV	1								
ORR	0.797***	1							
MAS	0.815***	0.871***	1						
DGR	0.753***	0.734***	0.681***	1					
ICF	0.691***	0.745***	0.788***	0.781***	1				
DMAC	0.822***	0.711***	0.772***	0.605***	0.660***	1			
SOS	0.785***	0.742***	0.719***	0.712***	0.753***	0.812***	1		
FAG	0.040	−0.059	−0.062	−0.126	−0.085	−0.074	−0.013	1	
FSZ	0.110	0.050	0.073	−0.035	0.058	0.134	0.072	0.157	1

*** p<0.01

Research Results

Table 3 illustrates the results of a multiple regression analysis, which investigates the relationship between the first objective of this research, digital management accounting capability, and sustainable organizational success. Additionally, it explores the relationship between the second objective, five antecedents, and digital management accounting capability, as well as the moderating effect of digital transformation on this relationship. The findings are as follows:

The first primary objective, as shown in Model 1, found that digital management accounting competence significantly improves sustainable organizational success ($\beta 1 = 1.817$, $p < 0.01$). Previous research has shown that digital management accounting capability integrates digital accounting, management accounting, and dynamic capabilities, allowing organizations to leverage digital systems for superior data management and analysis. This capability supports effective decision–making, enhances operational efficiency, and ensures data accuracy and transparency. Furthermore, these capabilities enhance forecasting and scenario planning, allowing firms to include sustainability objectives in their strategic plans (Ruiz–Ortega et al., 2023). Therefore, Hypothesis 1 was supported.

The second objective, depicted in Model 2, examines the impact of five antecedents on digital management accounting capability. Results indicate a positive effect of proactive business vision on digital management accounting capability ($\beta 2 = 0.275$, $p < 0.01$), aligning with research

emphasizing its role in enhancing organizational strategy and performance (Halinen et al., 2024). Conversely, organizational resource readiness shows no significant relationship with digital management accounting capability (β3 = 0.028, p > 0.10), suggesting complexities in resource allocation amidst technological advancements (Jöhnk et al., 2021). Modern accounting systems exhibit a significant positive relationship (β4 = 0.094, p < 0.05), supporting their role in facilitating real-time data processing and enhancing customer satisfaction (Gofwan, 2022). In contrast, digital technology growth does not significantly impact digital management accounting capability (β5 = 0.045, p > 0.10), reflecting industry-specific digital adoption variations (Kraus et al., 2022; Verhoef, 2021). Intense competitive forces are significantly related to digital management accounting capability (β6 = 0.086, p < 0.05), underscoring the importance of adaptive strategies in dynamic market environments (Bayighomog Likoum et al., 2020). Firm age (β7 = 0.086, p < 0.10) and size (β8 = 0.094, p < 0.05) also influence digital capabilities, with larger firms leveraging resources for advanced digital tools and talent attraction.

Table 3 Regression Analysis Results

Main Variable	Outcome Variable: SOS	Outcome Variable: DMAC		
	Model 1	Model 2	Model 3	Model 4
	H1	H2 –H6	H7a–e	H8a–e
Digital Management Accounting Capability (DMAC)	**1.817*** (0.087)**			
Proactive Business Vision (PBV)		**0.275*** (0.037)**	**0.238*** (0.045)**	**0.282*** (0.039)**
Organizational Resource Readiness (ORR)		**0.028** (0.037)	0.020 (0.042)	0.027 (0.044)
Modern Accounting System (MAS)		**0.094** (0.044)**	0.028 (0.065)	**0.084* (0.051)**
Digital Technology Growth (DGR)		**0.045** (0.035)	0.039 (0.037)	0.024 (0.038)
Intense Competitive Force (ICF)		**0.086** (0.035)**	**0.113** (0.039)**	**0.120** (0.037)**
Digital Transformation (DTF)			0.117* (0.039)	
Employee Learning (EPL)				0.090 (0.058)
PBVxDTF / PBVxEPL			0.097* (0.053)	0.030 (0.054)
ORRxDTF / ORRxEPL			0.169* (0.073)	0.034 (0.057)
MASxDTF / MASxEPL			0.060 (0.075)	0.078 (0.057)
DGRxDTF / DGRxEPL			0.047 (0.036)	0.039 (0.037)
ICFxDTF / ICFxEPL			0.026 (0.044)	**0.072** (0.039)**
Firm Size (FSZ)	0.188 (0.096)	**0.074*** (0.041)	0.063 (0.041)	0.053 (0.041)
Firm Age (FAG)	0.102 (0.091)	**0.094** (0.042)**	0.084 (0.045)	0.059 (0.043)
Adjusted R^2	0.721	0.769	0.783	0.781
Max VIF	1.060	6.278	29.126	16.048

Beta coefficients with standard in parenthesis, ***p < 0.01, **p < 0.05, *p < 0.10

The third research objective explores how digital transformation and employee learning moderate the relationships between these antecedents and digital management accounting capability. Regression analysis in models 3–4 reveals that digital transformation significantly enhances the relationships between proactive business vision (β9 = 0.097, p < 0.10) and organizational resource readiness (β10 = 0.169, p < 0.10) with digital management accounting capability. Digital transformation integrates data, and predictive analytics, and facilitates rapid decision–making, enabling strategic agility and alignment (Climent & Haftor, 2021). However, digital transformation does not significantly moderate the relationships between modern accounting systems, digital technology growth, intense competitive forces, and digital management accounting capability (β17 = 0.060, β18 = 0.047, β19 = 0.026, all p > 0.10). The maturity and implementation challenges of digital technologies may limit their moderating effects (Poláková–Kersten et al., 2023).

Moreover, employee learning moderates the relationship between intense competitive forces and digital management accounting capability (β32 = 0.072, p < 0.05), enhancing adaptive skills and decision–making in response to competitive pressures. However, it does not moderate the relationships between proactive business vision, organizational resource readiness, modern accounting systems, and digital technology growth with digital management accounting capability (β28 = 0.030, β29 = 0.034, β30 = 0.078, β31 = 0.039, all p > 0.10). Issues such as limited learning programs, rapid technological changes, and organizational barriers may hinder its effectiveness (Poláková–Kersten et al., 2023). Thus, hypotheses 7a, 7b, 7c, 7d, 7e, 8a, 8b, 8c, and 8d are not supported, while hypotheses 2, 4, 6, 7a, 7b, and 8e are supported.

Discussion

This research investigates the effect of digital management accounting capability on the sustainable organizational success of Thai–listed firms.

For the first research objective, in the context of Thai–listed firms, the research focuses on the effect of digital management accounting capability on the sustainable organizational success of Thai–listed firms. The digital management accounting capability integrates digital accounting, management accounting, and dynamic capabilities, allowing organizations to leverage digital systems for superior data management and analysis. This capability supports effective decision–

making, enhances operational efficiency, and ensures data accuracy and transparency (Ruiz–Ortega et al., 2023).

The second objective is to investigate the effects of proactive business vision, organizational resource readiness, modern accounting systems, digital technology growth, and intense competitive forces on digital management accounting capability. The results reveal that the synergy between proactive business vision, modern accounting systems, and intense competitive forces is essential for developing and enhancing digital management accounting capability. Organizations that effectively leverage their resources, align their business vision with digital capabilities, and adopt modern accounting systems are better positioned to achieve sustainable success. By integrating these elements, firms can enhance their decision–making processes, improve operational efficiency, and maintain a competitive edge in the dynamic digital economy. This holistic approach not only ensures the effective implementation of digital management accounting capability but also drives continuous growth and innovation within the organization.

The last objective is to examine the moderating effects of digital transformation and employee learning on the antecedent digital management accounting capability research relationship. In the face of rapid digital transformation, organizations with robust digital management accounting capabilities can better navigate changes and leverage new technologies. These capabilities support the seamless integration of digital tools into existing accounting practices, facilitating a smoother transition and minimizing disruptions. Adaptability to digital transformation ensures that organizations remain competitive and can exploit new technological advancements to enhance their business processes.

Conclusion

This research investigated the influence of contextual contingent factors on the digital management accounting capability of listed firms in Thailand, a developing economy. Digital management accounting competency is influenced by proactive company strategy, contemporary accounting systems, digital transformation, and staff learning. Furthermore, intense competitive forces (an external factor) also had a positive influence on this capability. The findings suggest that organizational competence factors had the greatest impact on digital management accounting capabilities, whereas organizational characteristics variables had less. Baines and Langfield–Smith

found that all these variables influenced digital management accounting capabilities. In dynamic situations, organizational competence variables affected accounting management design and usage more than organizational features. To ensure lasting organizational performance, organizations should create internal variables connected to the successful design and implementation of digital management accounting capabilities.

Contributions and Directions for Future Research

Theoretical Contributions

The research significantly enhanced knowledge of management accounting by providing new insights into the factors influencing its expansion in dynamic environments, with a focus on developing nations, particularly Thailand. It empirically supported contingency theory, validating its relevance in understanding dynamic contexts. The research aimed to confirm several prior findings impacting contingency theory, such as the development of modern accounting systems, digital technology growth, proactive business vision, and intense competitive forces. The variables examined included organizational characteristics and capabilities. Consistent with contingency theory, the results showed that these contextual factors are crucial in determining digital management accounting capability.

Managerial Contributions

The empirical information from this research may assist firms improve their digital management accounting capabilities through strategic planning, especially in dynamic contexts. A proactive firm strategy, contemporary accounting systems, digital transformation, and staff development seem to have a greater impact on digital management accounting capabilities than digital technology progress. Consequently, managers must first urge their team to learn about digital management accounting ideas and their pros and cons. Managers and executives must implement large-scale change projects to use digital management accounting and remain competitive as digital technology grows. Second, firms should create and deploy modern accounting systems that match their operational models to swiftly and correctly evaluate management accounting data. Third, they should focus on market environment, customer, and competitor analysis to establish management accounting processes for sustainable organizational success.

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