

DIGITAL TRANSFORMATION OF ACCOUNTING AND ORGANIZATIONAL RESILIENCE IN ECONOMIC UNCERTAINTY: ACCOUNTANTS' PERCEPTIONS IN THE REPUBLIC OF SRPSKA

Milica Obrenović

Faculty of Business Economics Bijeljina, University of East Sarajevo, Republic of Srpska, BiH
milica.obrenovic@fpe.ues.rs.ba
ORCID: 0009-0000-6174-5186

Abstract: *Digital transformation has become one of the key trends in accounting, as organizations increasingly use technologies such as cloud computing, automation, and artificial intelligence to improve efficiency and support decision-making. At the same time, growing economic uncertainty has increased the need for timely and reliable financial information, highlighting the importance of digital tools in accounting processes. This paper examines the level of digitalization in accounting practices and its perceived impact on reporting quality, timeliness, and organizational resilience, with a particular focus on accounting practice in the Republic of Srpska. The study is based on a survey conducted among accounting professionals in Republika Srpska and focuses on their perceptions of the use and effects of digital tools. The findings provide insight into current trends and emphasize the role of digital transformation in addressing the challenges of economic uncertainty in a specific regional context..*

Key words: *digital transformation, accounting digitalization, economic uncertainty, financial reporting, organizational resilience*

JEL classification: M41, O33, O32

1. INTRODUCTION

Lately, economic uncertainty has become a common part of the business world and a widely studied topic. Global crises, rising inflation, fast technological changes, and frequent new regulations have all made the business environment more complex and unpredictable.

In these situations, having financial information that is accurate, timely, and relevant becomes even more important. For these reasons, accounting plays a key role by supporting managers with structured and useful data that helps reduce uncertainty, while traditional accounting is changing as digital transformation progresses. Many companies are willing to embrace new technology, but they often lack the capacity to test it. This is usually because it is too expensive or because they don't completely understand the risks involved in developing and installing it (Moll and Yigitbasioglu, 2019).

Even though many studies focus on digital transformation in accounting, more insight is needed into how it is applied locally.

This is especially the case in developing and transition economies, where the level and speed of digital adoption may differ from more advanced markets. In uncertain economic times, digital transformation in accounting can help organizations become more resilient (Argento et al., 2025). Therefore, the goal of this paper is to examine the level of digitalization in accounting practices and its perceived impact on organizational resilience with a particular focus on accounting practice in the Republic of Srpska. The study is based on both a review of relevant literature and empirical data collected through a survey of accounting professionals.

2. LITERATURE REVIEW

The business environment has become increasingly uncertain due to globalization, stronger competition, rapid technological change, the COVID-19 pandemic, and the war in Ukraine

have further increased uncertainty for companies. In this context, managers depend more on accounting information, and not just in larger amounts, they need it quickly and clearly, so they can make reliable decisions and keep their organizations moving toward their goals (Pires and Alves, 2022).

When economic policy is uncertain, accounting information often becomes less directly relevant. Even under conditions of economic policy uncertainty, accounting information continues to play an important role, as managers and investors still rely on it to support decisions and to evaluate potential risks (Khaldi and Hamama, 2024).

According to Yeni Januarsi, Taufik and Akhmadi (2023) study, when economic policy is uncertain, managers in emerging market firms tend to rely more on real earnings management. In practice, this means they adjust or influence reported results through operational choices rather than through transparent accounting methods. While this may support them in managing with temporary uncertainty, it also lowers the overall quality of financial information, making reports less reliable for investors and other stakeholders. Uncertainty in financial reporting usually comes from not knowing if future accounting rules will restrict managers in how they record and report certain issues. This uncertainty is reduced when standards give managers enough flexibility to decide how to present some transactions. While earlier studies have not looked directly at how uncertainty affects financial reporting itself, other research has explored its impact in different accounting situations and events (Ozili, 2021).

Kurniawan (2023) explains that economic policy uncertainty often results in lower quality of financial reporting. At the same time, the study highlights that strong accounting enforcement is important, because it helps to reduce this negative impact and makes financial information more reliable.

As highlighted in Deloitte's Financial Reporting Alert 22-5 (December 1, 2022), economic downturns can influence financial reporting in different ways, sometimes in general and sometimes in specific accounts or disclosures. The alert emphasizes that current market conditions and continued uncertainty make hard for companies to plan ahead. These challenges are further intensified by high inflation and instability in global supply chains, which together add pressure and complexity to producing reliable financial statements. Digital technologies have made it less complicated for companies to make decisions within corporate governance. They help managers recognize new opportunities, adjust

strategies when it is important, especially in critical time particularly in challenging situations, and ensure that information is more open and transparent (Liu and Qi, 2024).

Digital transformation enables companies to both, reducing the impact of external risks and competitive pressures, and to respond to changing conditions by identifying growth potential and creating value, while at the same time enhancing the role of accounting in reducing uncertainty and supporting informed decision-making (Li et al., 2025).

By leveraging existing resources and developing new capabilities, digital technologies help firms improve their competitive position, although this can only be achieved through considerable changes in business strategy (Awad and Rojas, 2024).

Digital transformation in accounting can be seen as the use of advanced technologies to improve the efficiency and accuracy of recording, processing, analyzing, and reporting financial data. This development has significantly changed the role of accountants, shifting it from routine tasks to working with digital systems, managing databases, and analyzing data. That means that instead of performing routine tasks, accountants are now expected to be familiar with digital systems, organizing databases and analyzing information (Sharshouh, 2025).

The development of information and communication technologies (ICT) has a strong impact on both dynamic changes in the economy and the transformation of accounting practice. This is considered a key transformation, as the more intensively these technologies are used, the more significant changes are required in the work of professional accountants and in the way accounting tasks are performed (Bešlić Rupiĉ, Bešlić Obradović, and Rupiĉ, 2022). In accounting, digital transformation refers to the integration of advanced communication and information technologies into key processes such as entering, processing, storing, and presenting financial data. This leads to more efficient operations and contributes to greater transparency, reliability, and improved quality of financial reporting (Alassuli et al., 2025).

In addition, IT systems play an important role in ensuring compliance with regulatory requirements related to taxation, auditing, and financial reporting, making it easier for companies to follow rules and meet legal obligations more consistently. At the same time, technologies such as cloud computing, big data analytics, and artificial intelligence have significantly changed how financial data is collected, analysed, and managed (JieWei et al., 2023). Digital resilience pushes

organizations to rethink their management structures, decisions, and strategies. It also affects how new organizational forms develop, while companies increasingly change the way they handle and transform information. In addition, technological advancement is influencing new organizational models, as firms adjust how they produce, process, and convert information (Tiron-Tudor, Dontu, and Bresfelean, 2022).

Furthermore, Zhang (2025) highlights the strong connection between digital transformation and organizational resilience. The author argues that the adoption of advanced digital technologies enables organizations to become more adaptable and responsive in dynamic environments. In particular, tools such as big data analytics and artificial intelligence facilitate real-time insights into market trends and consumer behavior, allowing firms to adjust their strategies and allocate resources more effectively. As a result, organizations are better equipped to manage uncertainty and respond to unexpected external challenges.

Based on the reviewed literature, it can be concluded that digital transformation plays an important role in enhancing accounting practices and supporting organizations in conditions of economic uncertainty.

3. RESEARCH METHODOLOGY

In order to understand the relationship between accounting digitalization and organizational resilience in conditions of economic uncertainty, this study combines a theoretical literature review with empirical research. The theoretical part relies on academic and professional sources that discuss digital transformation in accounting and the challenges of economic uncertainty. The empirical part is based on a survey conducted among accounting professionals in the Republic of Srpska. Using an online survey, it explores the perceptions of accounting professionals in the Republic of Srpska about how accountants perceive the level of digitalization in their practices, the use of digital tools, and the effects on financial reporting quality, timeliness, and organizational resilience in conditions of economic uncertainty. This section provides practical insights into how the theoretical concepts are reflected in real-world practice.

Research aims to test the relationship between the level of accounting digitalization and the ability of organizations to respond to economic uncertainty.

In this context, the study is guided by the following main hypotheses:

H1: Accounting digitalization in accounting practices is significantly related with greater

perceived organizational resilience in conditions of economic uncertainty.
H2: The use of digital technologies in accounting has a positive effect on the quality and timeliness of financial reporting.

The hypotheses were created to explore how digital transformation in accounting relates to rising economic uncertainty.

The first hypothesis (H1), which examines the relationship between accounting digitalization and perceived organizational resilience, is particularly important as organizations today operate in highly uncertain and dynamic environments. Knowing how much digital tools build resilience shows how accounting helps organizations stay stable and flexible.

The second hypothesis (H2), which focuses on the impact of digital technologies on the quality and timeliness of financial reporting, addresses one of the core functions of accounting. Given the growing importance of accurate and timely information for making decisions, it is essential to evaluate whether digitalization truly improves key aspects of reporting. The hypotheses provide a clearer picture of the operational and strategic impact of digital transformation in accounting, linking technological change with practical results.

Data were collected through an online questionnaire distributed via a professional Viber group of accountants, resulting in 60 valid responses in the period from March 16 to April 8th, 2026. This approach enabled direct access to relevant respondents with practical experience in accounting. The survey explored the level of digitalization in accounting practices, the use of digital tools, and professionals' perceptions of their impact on the quality and timeliness of financial reporting, as well as on organizational resilience under economic uncertainty. The questionnaire was organized into several sections to consider different perspectives of accounting digitalization and its perceived effects and designed to be concise and easy to complete, in order to ensure a higher response rate.

The first section collected basic information about the respondents' professional background. The second focused on the degree of digitalization in accounting practices, including the use of digital tools and technologies. Sections three and four investigated the perceived effects of digitalization on financial reporting, with emphasis on accuracy and timeliness, and further assessed how digital tools contribute to strengthening organizational resilience in times of economic uncertainty. Respondents were also invited to assess how well their own digital practices align with the digitalization efforts of public institutions, such as

tax authorities. Most of the questions were designed using a Likert scale, allowing for a structured measurement of respondents' perceptions and attitudes. An optional open-ended question was included to allow respondents to indicate any advanced digital tools they use in practice. The results should be interpreted with caution due to the sample size, but they provide current practices and perceptions.

The collected data were analysed using descriptive statistical methods, to identify general trends and perceptions among accounting professionals. By combining insights from the literature with empirical evidence, this study provides a clearer understanding of how digital transformation in accounting is implemented and perceived in a specific local context.

4. RESULTS AND DISCUSSION

The results in this section are based on the views of accounting professionals and reflect their perceptions of the level of digitalization and its impact in practice. The analysis focuses on several

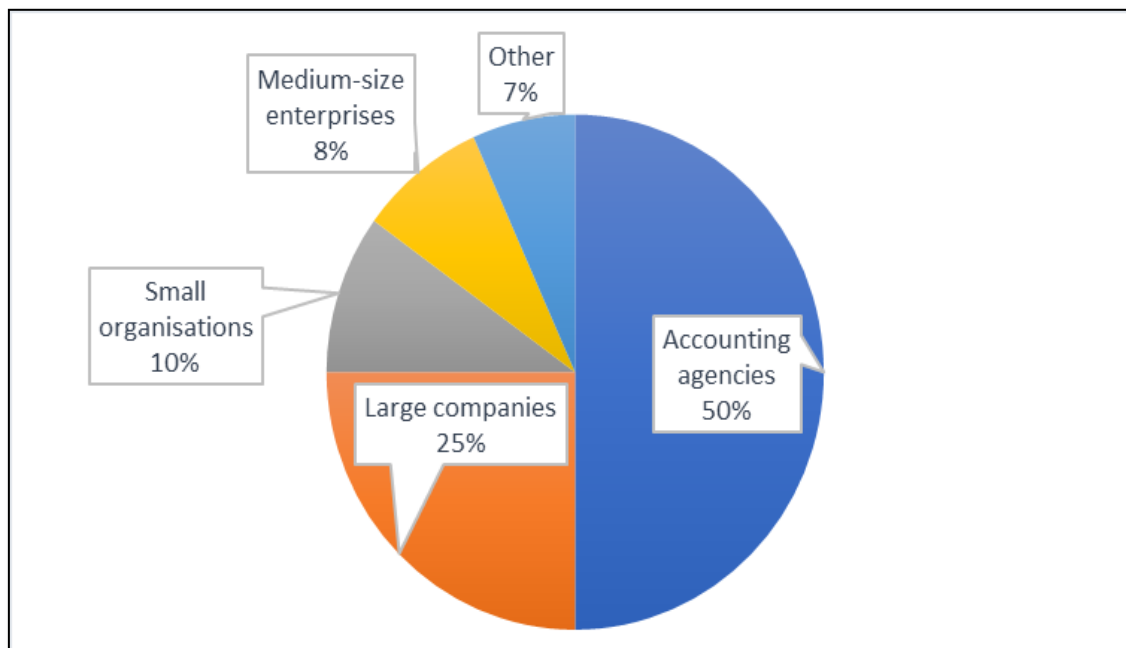
important areas:
 1. the level of digitalization in accounting, including the use of digital tools and technologies;
 2. the perceived impact of digitalization on the quality and timeliness of financial reporting;
 3. the role of digital tools in supporting organizational resilience in times of economic uncertainty.

When it comes to organizational background, half of the respondents (50.0%) work in accounting agencies, while 25.0% are employed in large companies.

A smaller proportion comes from small (10.0%) and medium-sized enterprises (8%), while a small proportion belongs to other types of organizations.

A minor share of respondents did not provide an answer. This distribution shows that a large share of respondents are practitioners who provide accounting services, which likely shapes how they perceive digitalization and its application in everyday work (Chart 1).

Chart 1: Organisational background of respondents



Source: Author

The use of accounting software (ERP systems) is relatively well established, with an average score of 3.95.

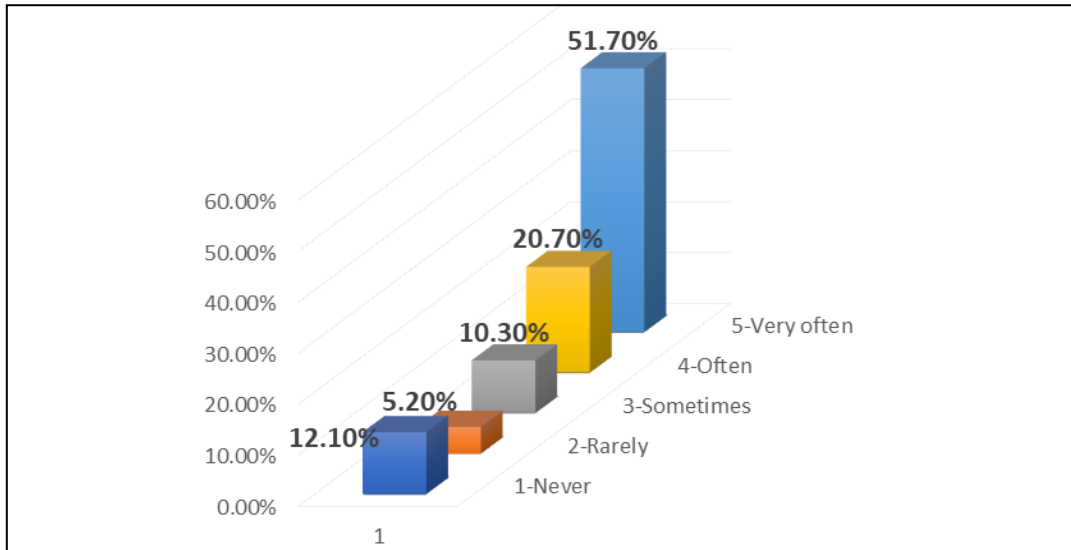
Nearly half of the respondents (51.7%) reported using it very often (rating 5), while 20.7% indicated they use it often (rating 4). A smaller group selected lower frequencies: 10.3% said

sometimes (rating 3), 5.2% said rarely (rating 2), and 12.1% said never (rating 1).

A small share of respondents (5.0%) did not provide an answer.

These results suggest that accounting software is widely used in practice, though usage intensity differs between organisations (Chart 2)

Chart 2: The use of ERP systems

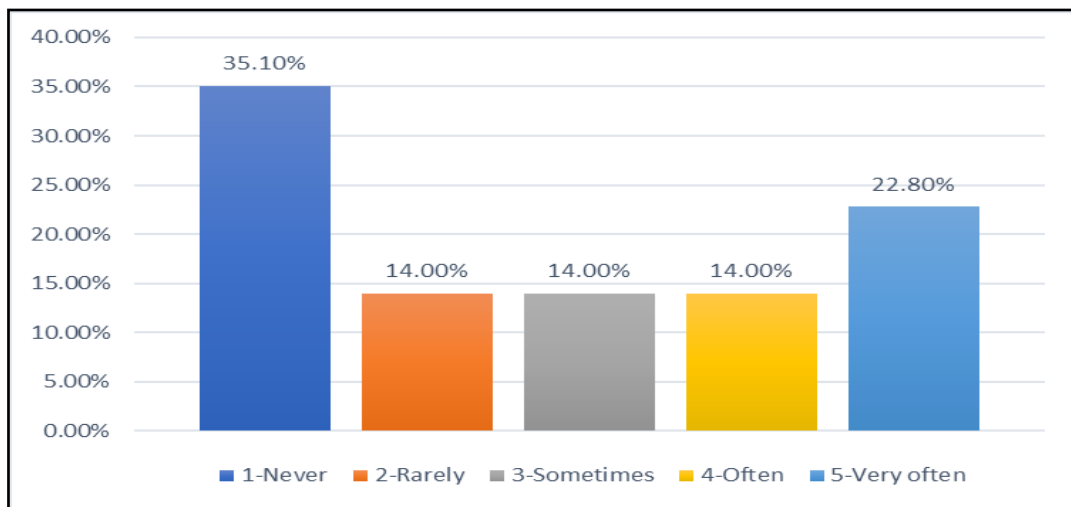


Source: Author

The **use of cloud solutions** in accounting shows a relatively low average score of 2.75. A considerable share of respondents (35.1%) reported not using cloud solutions at all, while 22.8% indicated a high level of usage. The remaining responses are distributed across the middle values. Only a minor proportion of respondents did not provide an answer. These results suggest a divided situation in practice, where some organizations have adopted cloud technologies, while many still rely on more traditional solutions (Chart 3). When we look at the results, the use of ERP systems and cloud solutions may seem inconsistent. ERP software is used quite a lot, but cloud solutions are still rare. This difference is mostly because most of the

respondents work in accounting agencies. In those agencies, digitalization usually means using locally installed programs rather than cloud-based systems. So, the findings show that digital transformation in accounting is happening, but mostly at a basic or mid-level. More advanced tools, like cloud solutions, are still not common. The results of the survey indicate that automation is present in accounting practices, but not yet fully developed. While many organizations have introduced certain automated processes, there is still room for further improvement and wider adoption. More than half of the respondents (50.8%) reported higher levels of automation (ratings 4 and 5), while 32.2% remained neutral and 17.0% indicated lower levels of automation

Chart 3: The use of cloud solutions



Source: Author

Regarding the question on the **use of advanced technologies (such as AI and data analytics)**, the results of the survey indicate a low level of adoption in accounting practice. The use of advanced technologies (such as AI and data analytics) is generally very low. Half of the participants (50.0%) reported that such tools are not used at all in their practice, while an additional 16.7% stated that they are rarely used. A smaller share indicated occasional or more frequent use, with 10.0% reporting that these technologies are occasionally used, and only 11.7% stating that they are often or very frequently used. In addition, 11.6% did not provide an answer.

These results show that advanced digital technologies are still not widely adopted in accounting practice, and their use remains at an early stage, with limited presence in everyday practice (Chart 4).

As the question referred to the use of advanced technologies, only 4 out of 60 participants (6.7%) provided an answer, suggesting that the others do not use such tools (93.3%). Among the reported tools, **ChatGPT** appears most frequently (50%), followed by **Manus** and business intelligence (BI) tools, each mentioned once (25%). A closer look at the responses indicates that the reported use of

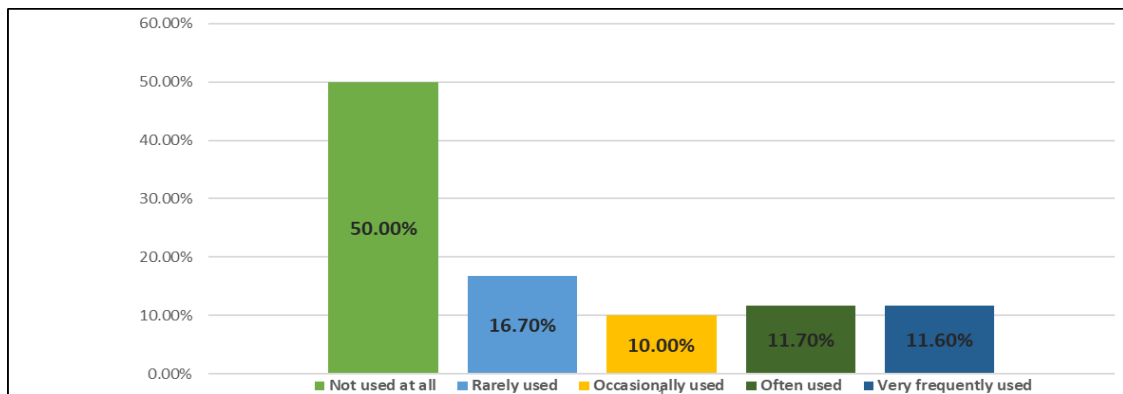
advanced tools varies across different types of organizations.

Business intelligence (BI) tools were mentioned by a respondent from a medium-sized enterprise, while ChatGPT was reported by a respondent from a large company, and Manus by a participant working in an accounting agency.

Considering the small number of responses (4), this finding suggests that where advanced technologies are used, generative AI tools are the most visible. At the same time, the very low response rate further supports the previous result indicating limited awareness and adoption of advanced digital technologies in accounting practice.

In addition, participants evaluated how well **digital systems of public institutions** (e.g., tax authorities) are **in accordance with the digital practices** in their organizations. The average score of 3.49 suggests a medium level of alignment. Most responses are concentrated from middle to higher range, with a large majority of participants perceiving a relatively good level of compatibility. At the same time, a smaller share (13.3%) expressed dissatisfaction, indicating that certain inconsistencies are still present. One respondent (1.7%) did not answer this question.

Chart 4: Use of advanced technologies (AI, data analytics)



Source: Author

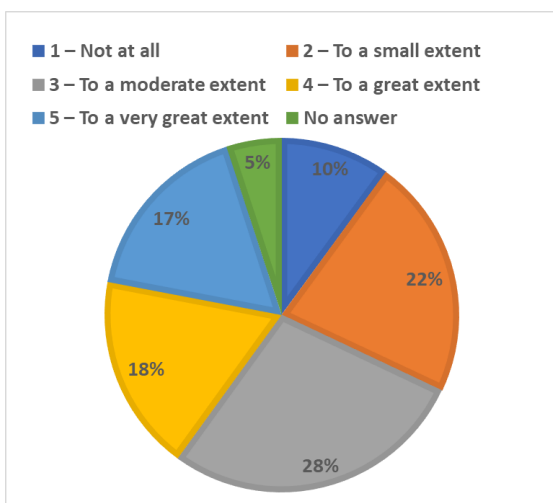
The survey explored several statements related to **the influence of digital tools on accounting practices**. Survey participants generally agree that digitalization improves accounting processes: the use of digital tools is found to improve the accuracy of accounting data (average score = 3.88); digitalization is perceived to support faster financial reporting (average score = 4.15); the implementation of digital systems is considered effective in reducing operational errors (average score = 3.98); and digitalization is seen to improve the availability of information for decision-making

(average score = 3.92). These findings suggest that accounting professionals recognize the practical benefits of digitalization, particularly in terms of data accuracy, reporting speed, error reduction, and support for managerial decisions, even if the adoption level of advanced technologies is still insufficient.

Participants were asked to evaluate the **influence of economic uncertainty on accounting processes** in their organizations. The average score of 3.30 indicates a moderate level of impact. 28.3% of participants believes that digital tools

help to a moderate extent, while 35.0% consider that they help to a greater extent (ratings 4 and 5). On the other hand, 31.7% of participants feel that digital tools contribute to a small extent or not at all (ratings 1 and 2). In addition, 3 participants (5.0%) did not provide an answer. These results show that economic uncertainty does affect accounting practice, but not in the same way in all organizations. While some participants clearly feel its impact, many see it as something they can manage or keep under control. This suggests that some organizations are better prepared to handle uncertainty, while others are still more affected by external changes.

Chart 5: Respondents' perceived level of impact of economic uncertainty on accounting process



Source: Author

RESEARCH LIMITATIONS

This study has several limitations that should be taken into consideration when interpreting the results. First, the research is based on a relatively small sample of 60 respondents, which means that the findings cannot be fully generalized to all accounting professionals in the Republic of Srpska. In addition, the questionnaire was distributed through a professional Viber group, so participation depended on respondents' willingness to take part in the survey. Because of this, the sample may not completely reflect the views and experiences of the wider accounting profession. Another limitation is that the study focuses on respondents' personal perceptions of digitalization and its effects, rather than on measurable financial or organizational indicators. Finally, since the research was conducted in a specific regional context, the results may differ from those in countries with a higher level of digital development and technology adoption. Nevertheless, the study still provides useful insight into current accounting practices and attitudes

toward digital transformation in conditions of economic uncertainty.

PRACTICAL IMPLICATIONS

The results of this study show that digitalization can bring important improvements to accounting practice, especially in terms of faster reporting, better data accuracy, and easier access to information for decision-making. This suggests that organizations should continue investing in the development of digital accounting systems and technologies. At the same time, the findings indicate that the use of more advanced tools, such as artificial intelligence and data analytics, is still relatively limited in practice. For that reason, additional training and professional education may help accountants adapt more easily to new technological changes. The study also points to the importance of improving coordination between the digital systems used by companies and those used by public institutions, such as tax authorities, in order to make accounting and reporting processes more efficient.

CONCLUSION

The reviewed literature highlights the important role of digital transformation in improving accounting practices and supporting organizations during periods of economic uncertainty. The survey results support this conclusion, showing that accounting professionals in the Republic of Srpska mostly recognize the benefits of digital transformation in their daily work. They perceive that digital tools help improve the accuracy of accounting data, speed up financial reporting, reduce operational errors, and provide better support for making decisions, where average ratings for these aspects are ranged from 3.88 to 4.15. This indicates that most respondents see clear advantages, although opinions vary. While commonly used tools like ERP systems are relatively well adopted, the use of more advanced technologies such as AI and data analytics remains limited. Only a small number of participants reported using tools like ChatGPT, Manus, or BI solutions. In conditions of economic uncertainty, digital tools are generally seen as helpful, but their role in strengthening organizational resilience is still limited. While many respondents believe that digitalization can support organizations in dealing with uncertain situations, this impact is not equally visible in all cases. This suggests that the potential of digital transformation in this area is recognized, but not yet fully achieved in practice.

In general, digitalization is becoming an important part of accounting practice and already brings clear improvements. Yet, the use of more advanced technologies is still in its infancy, indicating that more time is needed for adoption.

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