

Organizational readiness, management support, financial technology, and accounting information systems for supply chain performance: Insights from Islamic economics

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ABSTRACT

Introduction

Micro, small, and medium enterprises play a vital role in economic growth, employment generation, and regional development. However, increasing digitalization and supply chain complexity require these enterprises to strengthen organizational capabilities and integrate digital technologies to improve operational performance. Although organizational readiness, management support, financial technology, and accounting information systems have received growing scholarly attention, their integrated effects on supply chain performance remain insufficiently understood, particularly in emerging economies.

Objectives

This study examines the effects of organizational readiness, management support, and financial technology adoption on supply chain performance while investigating the mediating role of accounting information systems. It also develops an integrated theoretical framework by combining organizational capability and digital transformation perspectives with insights from Islamic economics.

Method

This study employed a quantitative explanatory research design involving 396 micro, small, and medium enterprises operating in Medan, Indonesia. Data were collected through structured questionnaires administered to business owners and managers and analyzed using Structural Equation Modeling based on Partial Least

JEL Classification:

D22, G23, L25, M15, O33

KAUJIE Classification:

E4, G23, L25, M15, Z12

ARTICLE HISTORY:

Submitted: April 3, 2026

Revised: May 11, 2026

Accepted: May 14, 2026

Published: May 16, 2026

KEYWORDS:

accounting information systems; financial technology; Islamic economics; management support; organizational readiness; supply chain performance; technology adoption

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PUBLISHER'S NOTE: Universitas Islam Indonesia remains neutral regarding jurisdictional claims in published maps and institutional affiliations.



Squares. The analysis evaluated measurement reliability and validity, structural relationships, and mediation effects among the proposed constructs.

Results

The findings demonstrate that organizational readiness, management support, and financial technology adoption significantly improve accounting information systems and supply chain performance. Financial technology adoption exhibits the strongest influence on accounting information systems, while accounting information systems significantly enhance supply chain performance and mediate the effects of organizational readiness, management support, and financial technology adoption. These results indicate that successful digital transformation depends not only on technological adoption but also on organizational preparedness, leadership commitment, and integrated information systems that improve decision-making, operational coordination, and supply chain efficiency.

Implications

The findings suggest that managers should implement integrated digital transformation strategies by strengthening organizational readiness, leadership commitment, financial technology utilization, and accounting information systems simultaneously. Policymakers should support these efforts through digital infrastructure development, managerial capability enhancement, financial inclusion initiatives, and regulatory frameworks that facilitate sustainable digital transformation among micro, small, and medium enterprises.

Originality/Novelty

This study contributes to the digital transformation literature by integrating the Resource-Based View, the Technology–Organization–Environment framework, Dynamic Capabilities Theory, and the DeLone and McLean Information Systems Success Model into a unified framework explaining supply chain performance. It further enriches existing knowledge by incorporating Islamic economics perspectives that emphasize transparency, justice, financial inclusion, and ethical digital governance as complementary foundations for sustainable organizational performance.

CITATION: Hasibuan, R. R. A., Hayati, F. & Nurhayati. (2026). Organizational readiness, management support, financial technology, and accounting information systems for supply chain performance: Insights from Islamic economics. *Journal of Islamic Economics Lariba*, 12(2), 361–404. <https://doi.org/10.20885/jielariba.vol12.iss2.art13>

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) are widely recognized as the backbone of economic development because they generate employment, stimulate innovation, strengthen local production networks, and contribute substantially to gross domestic

product in both developed and emerging economies. In Indonesia, MSMEs account for the overwhelming majority of business entities and play a strategic role in promoting inclusive economic growth, poverty reduction, and regional development. Nevertheless, increasing globalization, rapid technological advancement, and persistent supply chain disruptions following the COVID-19 pandemic have fundamentally altered the competitive environment in which MSMEs operate. Firms are now expected to adopt digital technologies that improve operational agility, financial transparency, and supply chain resilience while simultaneously responding to changing customer expectations and increasingly complex business ecosystems. Recent studies indicate that digital transformation has become an essential strategic response rather than an optional innovation because organizations capable of integrating digital technologies into their operational processes demonstrate greater adaptability, competitiveness, and long-term sustainability (Anton et al., 2023; Arianty et al., 2025; Chaturvedi & Karri, 2022; Hasanudin & Panigfat, 2023; Prayitno et al., 2024).

Among the digital technologies transforming MSME operations, financial technology and accounting information systems have attracted considerable scholarly attention because they facilitate real-time financial transactions, improve information quality, enhance managerial decision-making, and strengthen coordination across supply chain activities. Fintech platforms enable businesses to expand financial access, optimize payment systems, reduce transaction costs, and improve working capital management, while accounting information systems integrate financial, operational, and managerial information into comprehensive decision-support mechanisms. When effectively combined, these technologies improve organizational transparency, strengthen supplier and customer relationships, and enhance supply chain responsiveness. Recent international evidence further suggests that successful digital transformation depends not only on technological adoption itself but also on organizational readiness, leadership commitment, and the firm's capability to align digital technologies with strategic objectives (Aldhi et al., 2024; Aminullah et al., 2024; Anggreani & Falikhatun, 2024; Antoni et al., 2024; Rebekah & Afjal, 2025). Consequently, understanding how organizational capabilities interact with digital technologies has become a critical research priority for improving MSME competitiveness.

Despite this growing body of literature, several important issues remain unresolved. Existing studies generally examine organizational readiness, management support, fintech adoption, accounting information systems, or supply chain performance as independent research streams rather than components of an integrated digital transformation framework. Although organizational readiness has consistently been identified as an important antecedent of digital adoption, scholars continue to debate which dimensions of readiness—including technological capability, organizational culture, human resources, and managerial commitment—most strongly influence organizational performance. Similarly, previous findings concerning management support remain inconsistent because some studies emphasize transformational leadership and strategic commitment as the principal drivers of successful digital



transformation, whereas others argue that external conditions, including government policies, digital infrastructure, and regulatory quality, exert greater influence on technology adoption outcomes (A. Devi et al., 2023; Khuan, 2024; Sharma & Sharma, 2024; Widagdo et al., 2026). These inconsistencies indicate that existing theoretical explanations remain fragmented and insufficient to explain how internal organizational capabilities translate into superior supply chain performance.

Another unresolved issue concerns the mechanisms through which fintech adoption improves operational and supply chain performance. Although numerous empirical studies demonstrate positive associations between fintech utilization and business performance, the underlying processes responsible for these improvements remain insufficiently understood. In particular, relatively few studies investigate whether accounting information systems function as strategic organizational capabilities that transform digital financial technologies into meaningful operational outcomes. Previous research also relies predominantly on cross-sectional evidence from individual countries, limiting the generalizability of findings across emerging economies and restricting understanding of how organizational readiness, managerial support, and digital technologies interact over time. Furthermore, recent studies emphasize that digital literacy, cybersecurity readiness, institutional quality, and organizational governance remain underexplored factors influencing the effectiveness of digital transformation initiatives (Aldaarmi, 2024; Buteau, 2021; Buteau et al., 2021; Cuevas-Vargas, 2025; Hassani & Sangar, 2026; Kanwal et al., 2023; Mishra et al., 2024). Addressing these theoretical and empirical limitations requires a more comprehensive framework capable of integrating organizational capabilities, technological adoption, information systems, and supply chain performance within a unified explanatory model.

To address these challenges, recent scholarly works have increasingly advocated integrated digital transformation strategies that combine organizational capabilities with advanced digital technologies rather than relying on isolated technological adoption. Organizational readiness has been identified as a multidimensional construct encompassing technological infrastructure, human resource competence, organizational culture, and change management capability, all of which collectively determine firms' ability to implement digital innovations successfully. Likewise, sustained management support provides strategic direction, allocates organizational resources, and fosters employee commitment toward digital transformation initiatives. Fintech adoption further complements these organizational capabilities by facilitating digital payments, improving financial accessibility, and strengthening financial decision-making. However, emerging evidence consistently indicates that the benefits of fintech cannot be fully realized unless organizations possess accounting information systems capable of integrating financial transactions, managerial information, operational processes, and strategic analytics into coherent organizational knowledge that supports efficient supply chain management (Ardiantono et al., 2024; Lee et al., 2019; Maharani et al., 2024; Siregar et al., 2025; Sulistyowati et al., 2024).

These developments have encouraged researchers to employ complementary theoretical perspectives to explain MSME digital transformation more comprehensively. The Resource-Based View argues that sustainable competitive advantage originates from valuable organizational resources and capabilities, including digital competencies and information assets. Nevertheless, internal resources alone cannot explain why firms operating under similar conditions exhibit different technological adoption outcomes. Consequently, the Technology–Organization–Environment framework extends this perspective by recognizing that technological characteristics, organizational conditions, and external environmental factors jointly shape digital transformation decisions. Dynamic Capabilities Theory further explains how organizations continuously sense opportunities, seize emerging technologies, and reconfigure internal resources to respond effectively to environmental change. Finally, the DeLone and McLean Information Systems Success Model clarifies how system quality, information quality, service quality, user satisfaction, and system utilization generate organizational benefits. Integrating these complementary perspectives provides a stronger theoretical foundation for explaining how organizational readiness, management support, fintech adoption, and accounting information systems collectively enhance supply chain performance while responding to increasingly dynamic business environments ([Aboelmaged et al., 2024](#); [Al Busaidi et al., 2022](#); [Alkhillani et al., 2024](#); [Long Tuan Kechik et al., 2023](#); [Ye, 2026](#)).

Although previous studies have substantially advanced understanding of digital transformation, several important research gaps remain. First, empirical evidence integrating organizational readiness, management support, fintech adoption, accounting information systems, and supply chain performance within a single theoretical framework remains limited, particularly in MSMEs operating in emerging economies. Second, prior studies predominantly emphasize direct relationships among these variables while providing limited attention to the strategic mediating role of accounting information systems in transforming organizational capabilities into operational performance. Third, much of the existing literature concentrates on technological and managerial dimensions without adequately considering broader ethical and institutional perspectives. From an Islamic economics standpoint, digital transformation should not merely pursue operational efficiency but should also promote transparency (*amanah*), justice (*'adl*), financial inclusion, and public welfare (*maqāṣid al-Sharī'ah*) ([Abdullah, 2018](#); [Ahmad, 2020](#); [Basrowi et al., 2020](#); [Belabes, 2022](#); [Dewi et al., 2023](#)). Islamic fintech, halal supply chain management, and Sharia-compliant business governance offer additional theoretical insights by emphasizing trustworthy financial reporting, responsible resource management, equitable stakeholder relationships, and sustainable value creation ([Altwijry et al., 2022](#); [Intan et al., 2023](#); [Unal & Aysan, 2022](#); [Yuniati et al., 2024](#)). These principles complement conventional organizational theories by demonstrating that digital innovation can simultaneously strengthen economic performance and ethical business conduct within MSMEs.



Accordingly, this study investigates the direct effects of organizational readiness, management support, and fintech adoption on accounting information systems and supply chain performance while examining the mediating role of accounting information systems among MSMEs in Medan, Indonesia. The proposed framework integrates the Resource-Based View, the Technology–Organization–Environment framework, Dynamic Capabilities Theory, and the DeLone and McLean Information Systems Success Model to provide a comprehensive explanation of MSME digital transformation. Beyond extending these established theories, the study enriches the literature by incorporating insights from Islamic economics that emphasize Islamic fintech, ethical governance, halal-oriented business practices, financial inclusion, and *maqāṣid al-Sharīʿah* as complementary perspectives for understanding sustainable digital transformation. Therefore, the study contributes theoretically by developing a more integrated explanation of how organizational capabilities, digital technologies, and information systems jointly improve supply chain performance, while offering practical implications for managers and policymakers seeking to strengthen the competitiveness, resilience, and sustainability of MSMEs in emerging economies.

LITERATURE REVIEW

Organizational Readiness and Digital Transformation

Organizational readiness has become one of the most influential determinants of digital transformation because it reflects an organization's preparedness to adopt, integrate, and exploit emerging digital technologies effectively. Contemporary literature conceptualizes organizational readiness as a multidimensional capability encompassing technological infrastructure, financial resources, managerial commitment, employee competence, organizational culture, and change management capacity. Rather than representing a static organizational characteristic, readiness constitutes a dynamic capability that enables firms to respond proactively to environmental uncertainty and technological change. Empirical evidence consistently demonstrates that MSMEs possessing higher levels of organizational readiness exhibit faster adoption of accounting information systems, financial technology, cloud computing, and other digital innovations, thereby improving operational efficiency and organizational competitiveness ([Absah et al., 2023](#); [Amornkitvikai et al., 2022](#); [Purwantini et al., 2024](#); [Raj et al., 2024](#); [Rini et al., 2023](#); [Sonar et al., 2023](#)).

The relationship between organizational readiness and digital transformation is commonly explained through the Technology–Organization–Environment framework, which argues that successful technology adoption depends on the interaction between technological characteristics, organizational capabilities, and external environmental conditions. Within this perspective, organizational readiness provides the internal capacity required to leverage technological opportunities while adapting to regulatory requirements, market competition, and digital infrastructure. Recent studies further suggest that organizational readiness influences accounting information systems

adoption by facilitating organizational learning, reducing implementation resistance, and improving interoperability between digital platforms and business processes (Apasrawirote & Yawised, 2024; Effendi & Subroto, 2021; Matias & Hernandez, 2021; Subramanian et al., 2021; Virmani et al., 2022). Consequently, readiness should be viewed not merely as a prerequisite for technology adoption but as an organizational capability that supports continuous digital innovation.

Although previous studies consistently report positive associations between organizational readiness and business performance, the literature also reveals several important inconsistencies. The magnitude of readiness effects varies considerably across countries, industries, and institutional environments because external factors—including digital infrastructure, regulatory certainty, cybersecurity readiness, and financial inclusion ecosystems—shape the effectiveness of internal organizational capabilities. Furthermore, many empirical investigations rely on cross-sectional data and employ different operational definitions of organizational readiness, limiting theoretical comparability and causal inference (Banerjee et al., 2023; John, 2024; Misrofinjah et al., 2024; Wibowo et al., 2023). These limitations indicate that organizational readiness should be analyzed together with complementary organizational and technological factors capable of explaining how internal preparedness is transformed into superior operational and supply chain performance.

Management Support and Digital Transformation

Management support represents another fundamental organizational capability that determines the success of accounting information systems implementation and digital transformation initiatives within MSMEs. Unlike technological readiness, management support reflects leadership commitment to establishing strategic priorities, allocating organizational resources, encouraging innovation, and cultivating an organizational culture that embraces technological change. Recent empirical evidence demonstrates that committed leadership significantly increases the probability of successful accounting information systems implementation because managers provide financial investment, strategic direction, employee training, and organizational coordination throughout the digital transformation process (P. A. P. Devi, 2024; Febriani & Sa'diyah, 2021; Lim & Seng, 2024; Napitupulu et al., 2026; Purnomo et al., 2024). Consequently, management support serves as a strategic mechanism through which organizational resources are mobilized to achieve sustainable digital transformation.

From the Resource-Based View and Dynamic Capabilities Theory perspectives, management support represents an intangible organizational resource that enables firms to develop valuable, rare, and difficult-to-imitate capabilities. Leadership commitment facilitates the sensing of technological opportunities, the seizing of digital innovations through investment and collaboration, and the transformation of organizational routines required for long-term competitiveness. Moreover, management support strengthens governance mechanisms by promoting cybersecurity, data governance, risk management, and strategic alignment between digital technologies and organizational objectives. Empirical studies consistently report



that firms exhibiting stronger managerial commitment achieve higher accounting information systems quality, greater information reliability, and improved organizational performance because leadership ensures that digital technologies are integrated into core business processes rather than functioning as isolated technological investments (Alfarizi et al., 2023; Febriansyah et al., 2025; Isito, 2025; Rudding, 2024; Zohry & Al-Dhubaibi, 2024).

Nevertheless, management support alone cannot guarantee successful digital transformation because its effectiveness depends upon broader organizational and environmental conditions. Several recent studies argue that leadership commitment produces stronger organizational outcomes only when accompanied by organizational readiness, adequate digital competencies, supportive regulatory frameworks, and robust technological infrastructure. Sectoral characteristics, institutional quality, and national digital ecosystems also moderate the influence of managerial commitment on accounting information systems adoption and organizational performance (De Oliveira et al., 2026; Engkus, 2025; Manurung, 2025; Rinaldo et al., 2025; Ritonga et al., 2025). These findings suggest that management support should be conceptualized as part of a broader capability configuration in which leadership, organizational readiness, and digital technologies interact synergistically to strengthen accounting information systems and enhance supply chain performance.

Fintech Adoption, Accounting Information Systems, and Supply Chain Performance

Financial technology has transformed the operational landscape of MSMEs by expanding access to financial services, improving transaction efficiency, and strengthening financial decision-making. Unlike conventional financial systems, fintech enables real-time digital payments, electronic financing, cloud-based accounting, and integrated financial platforms that reduce transaction costs while enhancing business responsiveness. Recent empirical evidence consistently demonstrates that fintech adoption contributes positively to operational efficiency, accounting information systems integration, and financial performance, particularly when organizations possess sufficient technological readiness and managerial support. However, fintech alone rarely produces sustainable competitive advantages because its effectiveness depends on the organization's ability to integrate digital financial technologies into broader business processes and information systems (Hamid & Artha, 2025; Kumar et al., 2025; Martínez-Peláez et al., 2023; Santosa & Surgawati, 2024; Yacob et al., 2023).

The Technology–Organization–Environment framework explains that fintech adoption is influenced not only by technological availability but also by organizational readiness and external environmental conditions, including regulatory quality, digital infrastructure, and market competition. Complementing this perspective, the Resource–Based View argues that fintech becomes a valuable organizational resource only when firms develop complementary capabilities such as skilled human capital, effective governance, and reliable accounting information systems. Empirical studies reveal that fintech adoption significantly improves supply chain coordination, financial

transparency, and organizational responsiveness when integrated with mature accounting information systems capable of producing high-quality financial information and supporting real-time managerial decisions (Maroufkhani et al., 2020; Onaseso, 2021; Shakil et al., 2025; Sintesa & Astutik, 2025; Tasrim et al., 2025). Consequently, fintech should be viewed as an enabling technology whose organizational value depends upon complementary digital capabilities rather than as an independent determinant of business performance.

Recent literature nevertheless identifies several unresolved issues concerning fintech-enabled digital transformation. The strength of fintech's influence varies considerably across countries, industrial sectors, and institutional environments because differences in governance quality, cybersecurity readiness, digital literacy, and organizational capabilities shape implementation success. Furthermore, many empirical studies rely on cross-sectional data and employ inconsistent measurements of fintech maturity and supply chain performance, limiting opportunities for theory development and cross-country comparison (Butt et al., 2025; Qi, 2023; Winarni & Akbar, 2025; Yang, 2024). These limitations indicate that fintech adoption should be examined within an integrated theoretical framework that simultaneously considers organizational resources, technological capabilities, accounting information systems, and environmental contingencies.

Accounting Information Systems as a Strategic Mediating Capability

Accounting information systems have evolved from administrative reporting tools into strategic organizational capabilities that integrate financial information, operational processes, managerial decision-making, and digital technologies. Contemporary literature increasingly conceptualizes AIS as a mediating capability that converts organizational resources and technological investments into measurable business outcomes. Rather than functioning solely as information repositories, modern accounting information systems generate reliable financial data, strengthen internal controls, improve organizational transparency, facilitate real-time analytics, and support coordination throughout the supply chain. Numerous empirical studies demonstrate that organizations possessing mature accounting information systems derive greater benefits from fintech adoption because high-quality information improves planning accuracy, inventory management, supplier coordination, and operational responsiveness (Adinda Dwi Arini, 2024; Fanggaldae & Ala, 2024; Oyasor, 2025; Prasetianingrum & Sonjaya, 2024; Zaçe & Shuli, 2025).

The mediating role of accounting information systems can be explained through the integration of several complementary theoretical perspectives. The Resource-Based View emphasizes that AIS represents a valuable organizational capability capable of generating sustainable competitive advantage through superior information quality and organizational knowledge (Abel et al., 2025; Nguyen et al., 2024). Dynamic Capabilities Theory further explains that accounting information systems enable organizations to sense environmental changes, seize technological opportunities, and continuously transform organizational routines by providing timely



and reliable information for strategic decision-making (Al-Matari et al., 2022; Mohd Jawi et al., 2023). Simultaneously, the Technology–Organization–Environment framework explains how organizational readiness and external environmental conditions facilitate AIS implementation (Amelia et al., 2025; Harahap, 2025; Zohry & Al-Dhubaibi, 2024), whereas the DeLone and McLean Information Systems Success Model clarifies how system quality, information quality, service quality, user satisfaction, and effective utilization generate organizational net benefits (Sunarta & Astuti, 2023; Zohry & Al-Dhubaibi, 2024). Collectively, these complementary theories position AIS as the critical mechanism linking organizational capabilities with operational and supply chain performance.

Although growing evidence supports the mediating role of accounting information systems, important theoretical and methodological challenges remain. Most previous investigations employ cross-sectional designs that cannot establish causal relationships between organizational readiness, fintech adoption, AIS maturity, and business performance (Harahap, 2025; Kareem et al., 2024). In addition, inconsistent measurement of AIS quality, interoperability, and digital maturity limits comparison across industries and countries (Al-Dmour et al., 2024; Sunarta & Astuti, 2023). Scholars therefore recommend longitudinal studies (Harahap, 2025; Kareem et al., 2024), standardized measurement instruments (Al-Dmour et al., 2024; Sunarta & Astuti, 2023), and integrated theoretical models (Carolina et al., 2025; Nassani et al., 2023) capable of explaining how organizational capabilities and digital technologies jointly create sustainable competitive advantage. These recommendations provide important justification for examining AIS as the principal mediating mechanism within the present study.

Islamic Economics Perspective on MSME Digital Transformation

Recent scholarship increasingly recognizes that digital transformation within MSMEs should be evaluated not only from technological and economic perspectives but also through ethical and institutional frameworks rooted in Islamic economics. Islamic fintech extends conventional financial technology by embedding Sharia principles such as risk sharing, transparency, fairness, and the prohibition of *riba*, *gharar*, and *maysir* into digital financial services. Consequently, Islamic fintech supports broader financial inclusion while ensuring that technological innovation remains consistent with *maqāṣid al-Sharī'ah* and sustainable socio-economic development. Likewise, Islamic accounting emphasizes accountability (*amanah*), transparency, justice (*'adl*), and truthful financial reporting, thereby strengthening stakeholder trust and organizational governance within digitally transformed enterprises (Ascarya & Masrifah, 2023; Bahri et al., 2019; Hasibuan & Achiria, 2024; Supriadi et al., 2023; Tumanggor, 2024; Unal & Aysan, 2022).

The integration of halal supply chain management, Islamic corporate governance, and *maqāṣid al-Sharī'ah* further enriches contemporary digital transformation research by extending conventional organizational theories. From the Resource-Based View, Sharia-compliant governance, ethical leadership, and halal-oriented

organizational capabilities constitute valuable strategic resources that enhance organizational legitimacy and competitiveness. Within the Technology–Organization–Environment framework, religious and ethical institutions become part of the external environment influencing technology adoption and governance practices. Dynamic Capabilities Theory similarly suggests that organizations capable of integrating Islamic ethical principles with digital innovation develop stronger adaptive capabilities because they simultaneously pursue operational excellence and social welfare (maslahah). Moreover, extending the DeLone and McLean Information Systems Success Model through maqāṣid-oriented performance indicators allows accounting information systems to be evaluated not only according to efficiency and information quality but also according to their contributions to justice, financial inclusion, stakeholder welfare, and sustainable development (Ahmed, 2024; Haji Wahab & Naim, 2021; Ja'far et al., 2024; Laldin & Djafri, 2019; Mansour & Bhatti, 2018). These perspectives provide an important theoretical enrichment for understanding sustainable digital transformation among MSMEs, particularly in Muslim-majority economies.

Research Gap and the Significance of the Study

Despite the growing body of literature examining organizational readiness, management support, fintech adoption, accounting information systems, and supply chain performance, several important gaps remain unresolved. First, previous studies have predominantly investigated these constructs independently or through simplified causal relationships, providing limited understanding of how they interact within an integrated digital transformation framework. Second, empirical evidence concerning the mediating role of accounting information systems remains fragmented, with many studies emphasizing direct effects while overlooking the capability-building processes through which organizational resources and digital technologies generate operational outcomes. Third, existing research is largely based on cross-sectional designs conducted in specific industrial or national contexts, creating inconsistencies in findings and limiting theoretical generalization. Furthermore, relatively few studies simultaneously integrate the Resource-Based View, the Technology–Organization–Environment framework, Dynamic Capabilities Theory, and the DeLone and McLean Information Systems Success Model to explain digital transformation among MSMEs. Likewise, ethical and institutional perspectives derived from Islamic economics—including Islamic fintech, Islamic accounting, halal supply chain management, maqāṣid al-Sharī'ah, and Islamic corporate governance—remain insufficiently incorporated into mainstream digital transformation research despite their growing relevance in Muslim-majority economies.

This study addresses these limitations by developing an integrated theoretical framework that explains how organizational readiness, management support, and fintech adoption jointly influence supply chain performance through the mediating role of accounting information systems. Unlike previous studies that primarily examine isolated relationships, the proposed framework combines complementary theoretical perspectives from the Resource-Based View, the Technology–Organization–



Environment framework, Dynamic Capabilities Theory, and the DeLone and McLean Information Systems Success Model to explain how organizational capabilities, digital technologies, and information quality collectively create sustainable competitive advantage. In addition, this study extends the prevailing digital transformation literature by incorporating insights from Islamic economics that emphasize transparency (*amanah*), justice (*'adl*), financial inclusion, halal-oriented business practices, and *maqāṣid al-Sharī'ah* as normative principles supporting sustainable organizational performance. By empirically testing this integrated framework among MSMEs in Medan, Indonesia, the study contributes to both theory and practice through a more comprehensive explanation of digital transformation processes while providing practical implications for managers and policymakers seeking to strengthen MSME resilience, competitiveness, and long-term sustainability in emerging economies.

METHOD

Research Design

This study employed a quantitative research design to examine the relationships among organizational readiness, management support, fintech adoption, accounting information systems, and supply chain performance in micro, small, and medium enterprises (MSMEs). A quantitative approach was considered appropriate because the proposed research model consists of multiple latent constructs with direct and indirect causal relationships requiring empirical verification through statistical analysis. The study adopted an explanatory research design aimed at testing theoretically derived hypotheses grounded in the Resource-Based View, the Technology–Organization–Environment framework, Dynamic Capabilities Theory, and the DeLone and McLean Information Systems Success Model. This design enabled a comprehensive examination of how organizational capabilities and digital technologies jointly influence supply chain performance through the mediating role of accounting information systems. By focusing on hypothesis testing rather than exploratory inquiry, the research sought to provide robust empirical evidence regarding the mechanisms underlying MSME digital transformation in an emerging economy.

Population, Sampling, and Data Collection

The population comprised MSMEs operating in Medan, Indonesia, one of the country's major commercial centers where digital transformation has become increasingly important for sustaining business competitiveness. Medan was selected because its strategic economic position, supported by Belawan International Port and Kualanamu International Airport, has accelerated the adoption of digital business practices while simultaneously exposing MSMEs to increasingly complex supply chain challenges. The research focused on legally registered MSMEs actively conducting business operations and utilizing digital financial services or accounting applications within their business activities.

A probability sampling approach was employed using simple random sampling to ensure that every MSME within the target population had an equal opportunity to

participate in the study. Based on the sampling criteria, 396 MSMEs were selected as research respondents. Primary data were collected through a structured questionnaire administered directly to business owners or managers because they possess comprehensive knowledge regarding organizational readiness, managerial support, fintech utilization, accounting information systems, and supply chain management practices. Before large-scale data collection, the questionnaire was reviewed to ensure clarity, relevance, and consistency of measurement items. Participation was voluntary, and respondents were informed that all information would remain confidential and be used exclusively for academic research purposes.

Measurement of Variables

The study investigated five latent constructs: organizational readiness, management support, fintech adoption, accounting information systems, and supply chain performance. Organizational readiness was conceptualized as the organization's capability to prepare technological infrastructure, human resources, financial resources, and organizational processes necessary for successful digital transformation. Management support referred to leadership commitment in providing strategic direction, organizational resources, policy support, and continuous encouragement for digital technology implementation. Fintech adoption represented the extent to which MSMEs utilized digital financial technologies to support business transactions, financial management, and operational activities.

Accounting information systems were conceptualized as integrated information systems that generate, process, and communicate financial information to support managerial decision-making and organizational control. Supply chain performance reflected the effectiveness and efficiency of procurement, inventory management, logistics coordination, supplier relationships, customer responsiveness, and operational reliability. All measurement indicators were adapted from validated instruments reported in previous studies to ensure construct validity and conceptual consistency. Responses were measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"), allowing respondents to evaluate each statement according to their organizational experience.

Data Analysis

The collected data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS ([Ringle et al., 2024](#)). SEM-PLS was selected because it is appropriate for simultaneously estimating multiple structural relationships among latent variables while accommodating complex mediation models and prediction-oriented research objectives. In addition, SEM-PLS performs well when analyzing latent constructs measured by multiple indicators and does not require strict multivariate normality assumptions, making it suitable for organizational and management research involving MSMEs ([Hair et al., 2014](#)).

The analysis followed a two-stage procedure consisting of measurement model evaluation and structural model evaluation. The measurement model assessment



examined indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Indicator reliability was evaluated through standardized outer loadings, while Cronbach's alpha and composite reliability were used to assess internal consistency. Convergent validity was determined using the Average Variance Extracted (AVE), whereas discriminant validity was assessed using the Heterotrait–Monotrait Ratio (HTMT) together with the Fornell–Larcker criterion. Only constructs satisfying established statistical thresholds were retained for subsequent structural analysis.

The structural model evaluation examined collinearity, coefficients of determination (R^2), predictive relevance, effect sizes, model fit, and hypothesis testing. Variance Inflation Factor (VIF) values were inspected to detect multicollinearity among predictor constructs. The explanatory power of the proposed model was evaluated using R^2 values, while predictive relevance was assessed through blindfolding procedures. Path coefficients and indirect effects were estimated using the bootstrapping procedure with 5,000 resamples to determine the statistical significance of direct and mediating relationships. A hypothesis was accepted when the path coefficient exhibited a positive direction and achieved a significance level of $p < 0.05$. Model fit was additionally evaluated using the Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), and Goodness-of-Fit (GoF) statistics to determine the adequacy of the proposed research model.

Research Framework

The proposed conceptual framework positions organizational readiness, management support, and fintech adoption as exogenous constructs influencing accounting information systems and supply chain performance. Accounting information systems function as the mediating construct explaining how organizational capabilities and digital technologies are translated into operational outcomes. This framework integrates the Resource-Based View by emphasizing organizational resources as strategic assets, the Technology–Organization–Environment framework by recognizing technological and environmental determinants of digital adoption, Dynamic Capabilities Theory by explaining organizational adaptation to technological change, and the DeLone and McLean Information Systems Success Model by emphasizing the contribution of information system quality to organizational performance. In addition, the framework acknowledges insights from Islamic economics, particularly the principles of transparency (amanah), justice ('adl), financial inclusion, and responsible governance, as complementary perspectives supporting sustainable digital transformation among MSMEs operating in emerging economies.

RESULTS

Distribution of Respondent Responses

Table 1 presents the distribution of responses for the five constructs examined in this study: organizational readiness, management support, fintech, supply chain performance, and accounting information systems. Each construct was measured using five questionnaire items completed by 396 respondents. Across most items,

responses were concentrated in the “disagree” and “somewhat agree” categories. For organizational readiness, the number of respondents selecting “disagree” ranged from 195 to 283, indicating that many participating micro, small, and medium enterprises had not yet developed strong internal preparedness for digital transformation. Similar response patterns appeared for management support, fintech utilization, supply chain performance, and accounting information systems. These distributions provide an initial descriptive indication that the adoption and integration of digital systems among the sampled enterprises remained uneven.

Table 1

Distribution of Respondent Responses

Variable	Item	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Organizational Readiness (X1)	Question 1	9	11	85	273	18
	Question 2	10	15	114	202	55
	Question 3	9	13	102	231	41
	Question 4	9	14	53	283	37
	Question 5	10	23	142	195	26
Management Support (X2)	Question 1	16	14	161	183	22
	Question 2	20	14	138	197	27
	Question 3	13	13	161	185	24
	Question 4	19	14	154	182	27
	Question 5	10	14	153	188	31
Fintech (X3)	Question 1	13	14	154	192	23
	Question 2	14	15	149	189	29
	Question 3	16	15	161	183	21
	Question 4	17	18	170	169	22
	Question 5	10	8	151	202	25
Supply Chain Performance (Y)	Question 1	11	15	143	210	17
	Question 2	8	14	133	205	36
	Question 3	10	25	151	184	26
	Question 4	10	22	173	169	26
	Question 5	12	19	178	165	22
Accounting Information System (M)	Question 1	12	17	109	225	33
	Question 2	13	10	125	199	49
	Question 3	12	10	117	213	44
	Question 4	17	15	126	189	49
	Question 5	12	17	130	193	44

Source: Primary data. Authors' estimation.

Measurement Model Assessment

The measurement model was assessed before evaluating the structural relationships among the constructs. This stage examined indicator reliability, convergent validity, discriminant validity, and internal consistency. In Partial Least Squares Structural Equation Modeling, the outer model determines whether the observed indicators adequately represent their corresponding latent constructs. The PLS algorithm was



therefore used to estimate standardized outer loadings for all indicators associated with organizational readiness, management support, fintech, supply chain performance, and accounting information systems.

The initial assessment focused on standardized outer loadings. Indicators with loading values above 0.70 are generally considered to provide adequate reliability because the construct explains a substantial proportion of the indicator variance. As reported in Table 2, all indicator loadings ranged from 0.802 to 0.871. The lowest loading was observed for KO5 at 0.802, whereas the highest loading was recorded for KRP4 at 0.871. Because all values exceeded the recommended threshold, none of the indicators required removal on the basis of indicator reliability. The results therefore show that the items consistently represented their intended latent variables.

Table 2

Outer Loadings

Indicator	Organizational Readiness (DM)	Management Support (KO)	Fintech (FIN)	Supply Performance (KRP)	Chain	Accounting Information System (SIA)
DM1	0.847					
DM2	0.842					
DM3	0.867					
DM4	0.860					
DM5	0.857					
KO1		0.858				
KO2		0.844				
KO3		0.840				
KO4		0.845				
KO5		0.802				
FIN1			0.845			
FIN2			0.832			
FIN3			0.846			
FIN4			0.834			
FIN5			0.864			
KRP1				0.847		
KRP2				0.867		
KRP3				0.857		
KRP4				0.871		
KRP5				0.837		
SIA1						0.841
SIA2						0.835
SIA3						0.837
SIA4						0.836
SIA5						0.835

Source: Primary data. Authors' estimation.

Convergent Validity

Convergent validity was evaluated using the Average Variance Extracted. A construct is generally considered to possess adequate convergent validity when its Average

Variance Extracted exceeds 0.50, indicating that it explains more than half of the variance in its indicators. Table 3 shows that all constructs met this criterion. The values ranged from 0.700 for accounting information systems to 0.733 for supply chain performance. Organizational readiness recorded an Average Variance Extracted of 0.731, management support 0.703, and fintech 0.713.

These results indicate that the indicators associated with each construct shared a substantial proportion of common variance. Supply chain performance exhibited the highest value, suggesting that its five indicators represented the construct particularly well. Although accounting information systems recorded the lowest value, it remained considerably above the minimum threshold. Taken together with the outer loading results, the Average Variance Extracted values provide evidence that the measurement items adequately converged on their intended constructs.

Table 3

Average Variance Extracted Values

Variable	Average Variance Extracted	Assessment
X1 (Organizational Readiness)	0.731	Valid
X2 (Management Support)	0.703	Valid
X3 (Fintech)	0.713	Valid
Y (Supply Chain Performance)	0.733	Valid
M (Accounting Information System)	0.700	Valid

Source: Primary data. Authors' estimation.

Discriminant Validity Based on the Fornell–Larcker Criterion

Discriminant validity was first examined using the Fornell–Larcker criterion. Under this criterion, the square root of the Average Variance Extracted for each construct, shown on the diagonal, should be greater than its correlations with the other constructs. Table 4 indicates that this condition was satisfied for organizational readiness, supply chain performance, and accounting information systems. For example, the diagonal value of organizational readiness was 0.855, which exceeded its correlations with fintech, management support, supply chain performance, and accounting information systems.

However, two comparisons indicate potential discriminant validity concerns. The diagonal value for fintech was 0.844, slightly below its correlation of 0.849 with organizational readiness. Similarly, the diagonal value for management support was 0.838, below its correlation of 0.845 with organizational readiness. These results suggest considerable conceptual and empirical overlap among organizational readiness, fintech, and management support. Therefore, the Fornell–Larcker results should not be interpreted as providing unequivocal evidence of discriminant validity. Additional assessment through cross-loadings and, ideally, the Heterotrait–Monotrait ratio is necessary.

Table 4*Fornell–Larcker Criterion*

Construct	Organizational Readiness (DM)	Fintech (FIN)	Management Support (KO)	Supply Chain Performance (KRP)	Accounting Information System (SIA)
Organizational Readiness (DM)	0.855				
Fintech (FIN)	0.849	0.844			
Management Support (KO)	0.845	0.823	0.838		
Supply Chain Performance (KRP)	0.749	0.759	0.740	0.856	
Accounting Information System (SIA)	0.798	0.835	0.782	0.783	0.837

Source: Primary data. Authors' estimation.

Cross-Loading Assessment

Cross-loadings were subsequently examined to determine whether each indicator loaded more strongly on its assigned construct than on the remaining constructs. As shown in Table 5, every indicator achieved its highest loading on the construct it was intended to measure. For instance, the organizational readiness indicators loaded between 0.842 and 0.867 on organizational readiness, compared with lower values on fintech, management support, supply chain performance, and accounting information systems. The same pattern was observed for all management support, fintech, supply chain performance, and accounting information system indicators.

These findings provide indicator-level evidence of discriminant validity because each measurement item was more closely associated with its designated construct than with competing constructs. This pattern satisfies the cross-loading criterion. Nevertheless, the high correlations identified in the Fornell–Larcker assessment remain relevant. Although the cross-loadings support the distinctiveness of individual indicators, they do not fully eliminate the possibility of construct-level overlap between organizational readiness, fintech, and management support. Accordingly, the measurement model should be interpreted cautiously, and an additional Heterotrait–Monotrait assessment would strengthen the discriminant validity evaluation.

Table 5*Cross-Loadings*

Indicator	Organizational Readiness (DM)	Fintech (FIN)	Management Support (KO)	Supply Chain Performance (KRP)	Accounting Information System (SIA)
DM1	0.847	0.727	0.725	0.645	0.680
DM2	0.842	0.702	0.698	0.661	0.660
DM3	0.867	0.740	0.740	0.632	0.699

Indicator	Organizational Readiness (DM)	Fintech (FIN)	Management Support (KO)	Supply Chain Performance (KRP)	Accounting Information System (SIA)
DM4	0.860	0.738	0.716	0.639	0.690
DM5	0.857	0.720	0.730	0.627	0.684
FIN1	0.728	0.845	0.714	0.658	0.706
FIN2	0.729	0.832	0.717	0.622	0.684
FIN3	0.724	0.846	0.675	0.646	0.701
FIN4	0.702	0.834	0.680	0.639	0.699
FIN5	0.699	0.864	0.687	0.641	0.735
KO1	0.738	0.724	0.858	0.668	0.692
KO2	0.724	0.678	0.844	0.613	0.645
KO3	0.686	0.688	0.840	0.625	0.661
KO4	0.723	0.725	0.845	0.631	0.672
KO5	0.666	0.627	0.802	0.558	0.602
KRP1	0.660	0.666	0.644	0.847	0.692
KRP2	0.635	0.667	0.631	0.867	0.678
KRP3	0.660	0.629	0.637	0.857	0.679
KRP4	0.638	0.662	0.635	0.871	0.663
KRP5	0.614	0.624	0.618	0.837	0.637
SIA1	0.682	0.701	0.666	0.690	0.841
SIA2	0.671	0.705	0.656	0.632	0.835
SIA3	0.675	0.690	0.653	0.655	0.837
SIA4	0.660	0.695	0.644	0.634	0.836
SIA5	0.653	0.705	0.653	0.664	0.835

Source: Primary data. Authors' estimation.

Internal Consistency Reliability

After evaluating convergent and discriminant validity, internal consistency reliability was assessed using composite reliability and Cronbach's alpha. Composite reliability evaluates the consistency of indicators in measuring a latent construct while accounting for the different outer loadings of individual indicators. Values above 0.70 generally indicate acceptable reliability, whereas values above 0.90 reflect very strong internal consistency.

As shown in Table 6, all constructs achieved composite reliability values above 0.90. Organizational readiness recorded a value of 0.931, management support 0.922, fintech 0.925, supply chain performance 0.932, and accounting information systems 0.921. Supply chain performance exhibited the highest composite reliability value, although the differences among constructs were minimal. These results indicate that the indicators within each construct consistently represented the same underlying concept. Therefore, all constructs met the required composite reliability standard and were considered suitable for subsequent structural model analysis.

Table 6*Composite Reliability*

Variable	Composite Reliability	Assessment
X1 (Organizational Readiness)	0.931	Reliable
X2 (Management Support)	0.922	Reliable
X3 (Fintech)	0.925	Reliable
Y (Supply Chain Performance)	0.932	Reliable
M (Accounting Information System)	0.921	Reliable

Source: Primary data. Authors' estimation.

Cronbach's alpha was also used to evaluate internal consistency. Unlike composite reliability, Cronbach's alpha assumes that all indicators contribute equally to the construct. Nevertheless, it remains a widely used reliability measure and provides complementary evidence regarding the consistency of the research instrument. A value of at least 0.70 is generally considered acceptable for established constructs.

Table 7 shows that Cronbach's alpha values ranged from 0.893 to 0.909. Supply chain performance recorded the highest value at 0.909, followed by organizational readiness at 0.908. Fintech achieved a value of 0.899, management support 0.896, and accounting information systems 0.893. All values substantially exceeded the recommended minimum threshold, indicating that the measurement items within each construct were internally consistent. Taken together, the composite reliability and Cronbach's alpha results provide strong evidence that the measurement model was reliable.

Table 7*Cronbach's Alpha*

Variable	Cronbach's Alpha	Assessment
X1 (Organizational Readiness)	0.908	Reliable
X2 (Management Support)	0.896	Reliable
X3 (Fintech)	0.899	Reliable
Y (Supply Chain Performance)	0.909	Reliable
M (Accounting Information System)	0.893	Reliable

Source: Primary data. Authors' estimation.

The combined results for outer loadings, Average Variance Extracted, composite reliability, and Cronbach's alpha indicate that the constructs generally satisfied the principal requirements of the reflective measurement model. The indicators consistently represented their intended latent variables, and each construct demonstrated adequate convergent validity and strong internal consistency. However, the potential discriminant validity concerns identified through the Fornell–Larcker criterion should be considered when interpreting the structural relationships. In particular, the high correlations among organizational readiness, fintech, and management support suggest that the conceptual boundaries among these

constructs may require additional evaluation through the Heterotrait–Monotrait ratio or alternative robustness tests.

Structural Model Assessment

Coefficient of Determination

The explanatory power of the structural model was evaluated using the coefficient of determination. The R-square value indicates the proportion of variance in an endogenous construct explained by its predictor variables, while adjusted R-square accounts for the number of predictors included in the model. Higher values indicate stronger explanatory capacity, although interpretation should also consider the research context and model complexity.

Table 8 shows that supply chain performance achieved an R-square value of 0.671 and an adjusted R-square of 0.668. This result indicates that organizational readiness, management support, fintech, and accounting information systems collectively explained 67.1% of the variance in supply chain performance. The remaining 32.9% was attributable to variables not included in the model, measurement error, or other contextual influences. The result demonstrates that the proposed model had substantial explanatory power for supply chain performance among the MSMEs included in the study.

Accounting information systems recorded an R-square value of 0.736 and an adjusted R-square of 0.734. Thus, organizational readiness, management support, and fintech jointly explained 73.6% of the variance in accounting information systems. Only 26.4% of the variance remained unexplained by the specified predictors. Compared with supply chain performance, accounting information systems exhibited greater explained variance, suggesting that the three antecedent constructs were particularly effective in accounting for differences in system implementation and use. The small differences between the R-square and adjusted R-square values also indicate that the explanatory results were not substantially inflated by the number of predictors.

Table 8

R-Square Values

Endogenous Construct	R-Square	Adjusted R-Square
Supply Chain Performance (KRP)	0.671	0.668
Accounting Information System (SIA)	0.736	0.734

Source: Primary data. Authors' estimation.

Overall, the R-square results indicate that the proposed framework explained a considerable proportion of the variance in both endogenous constructs. The findings support the relevance of organizational readiness, management support, and fintech as determinants of accounting information systems. They also show that these variables, together with accounting information systems, provide a strong explanation of supply chain performance. Nevertheless, the unexplained variance suggests that other factors may also influence the outcomes, including digital literacy, cybersecurity

readiness, environmental uncertainty, supply chain integration, firm size, and regulatory support.

Effect Size Assessment

Effect size was assessed using *f*-square values to determine the relative contribution of each exogenous construct to the explained variance of the endogenous constructs. In general, values of approximately 0.02, 0.15, and 0.35 are interpreted as small, medium, and large effects, respectively. Values below 0.02 indicate a negligible contribution. Effect size analysis complements significance testing because a statistically significant relationship may still have limited practical importance.

As presented in Table 9, organizational readiness had a small effect on accounting information systems at 0.038, while its effect on supply chain performance was 0.017 and therefore below the conventional small-effect threshold. Management support also had a small effect on accounting information systems at 0.035 and a small effect on supply chain performance at 0.020. These results suggest that organizational readiness and management support contributed meaningfully to accounting information systems but had relatively limited direct explanatory influence on supply chain performance.

Fintech produced the largest effect on accounting information systems, with an *f*-square value of 0.219, which falls within the medium-effect category. Its direct effect on supply chain performance was 0.015 and therefore negligible according to conventional guidelines. Accounting information systems had an effect size of 0.123 on supply chain performance, approaching the medium-effect threshold and representing the strongest direct contribution to supply chain performance among the predictors shown. These findings indicate that fintech primarily influences supply chain performance indirectly by strengthening accounting information systems, whereas accounting information systems serve as the more immediate operational mechanism affecting supply chain outcomes.

Table 9

Effect Size

Predictor Construct	Accounting Information System (SIA)	Supply Chain Performance (KRP)
Organizational Readiness (DM)	0.038	0.017
Management Support (KO)	0.035	0.020
Fintech (FIN)	0.219	0.015
Accounting Information System (SIA)		0.123

Source: Primary data. Authors' estimation.

The effect size results clarify the relative importance of the structural relationships. Although organizational readiness and management support remained important antecedents, their direct practical contributions were comparatively modest. Fintech exerted a substantially stronger influence on accounting information systems, confirming its central role in digital financial integration. Accounting information

systems, in turn, made the most substantial direct contribution to supply chain performance. This pattern supports the proposed mediating mechanism and indicates that the operational value of fintech is realized primarily when digital financial activities are processed, integrated, and translated into managerial information through effective accounting information systems.

Significance Testing and Bootstrapping Results

After the measurement and structural models had satisfied the required evaluation criteria, hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4. Bootstrapping is a nonparametric resampling technique that repeatedly draws subsamples from the original dataset to estimate standard errors, t-statistics, confidence intervals, and significance levels for the structural relationships. In this study, a relationship was considered statistically significant when the t-statistic exceeded 1.96 and the p-value was below 0.05.

Table 10 presents the direct and indirect effects among organizational readiness, management support, fintech, accounting information systems, and supply chain performance. All ten hypothesized relationships were positive and statistically significant. The strongest direct relationship was observed between fintech and accounting information systems, with a path coefficient of 0.491, a t-statistic of 7.903, and a p-value below 0.001. Accounting information systems also had a substantial direct effect on supply chain performance, with a coefficient of 0.391, a t-statistic of 6.745, and a p-value below 0.001.

Table 10

Bootstrapping Results

Relationship	Original Sample	Sample Mean	Standard Deviation	t-Statistic	p-Value
Organizational Readiness (DM) → Accounting Information System (SIA)	0.218	0.219	0.065	3.380	0.001
Organizational Readiness (DM) → Supply Chain Performance (KRP)	0.163	0.163	0.064	2.550	0.011
Management Support (KO) → Accounting Information System (SIA)	0.194	0.192	0.051	3.774	< 0.001
Management Support (KO) → Supply Chain Performance (KRP)	0.168	0.171	0.060	2.784	0.005
Fintech (FIN) → Accounting Information System (SIA)	0.491	0.490	0.062	7.903	< 0.001
Fintech (FIN) → Supply Chain Performance (KRP)	0.156	0.154	0.061	2.545	0.011
Accounting Information System (SIA) → Supply Chain Performance (KRP)	0.391	0.389	0.058	6.745	< 0.001
Organizational Readiness (DM) → Accounting Information System (SIA) → Supply Chain Performance (KRP)	0.085	0.086	0.029	2.924	0.003

Management Support (KO) → Accounting Information System (SIA) → Supply Chain Performance (KRP)	0.076	0.074	0.021	3.552	< 0.001
Fintech (FIN) → Accounting Information System (SIA) → Supply Chain Performance (KRP)	0.192	0.191	0.038	5.018	< 0.001

Source: Primary data. Authors' estimation.

Direct Effects

Organizational readiness had a significant positive effect on accounting information systems, with a coefficient of 0.218, a t-statistic of 3.380, and a p-value of 0.001. This finding supports H1 and indicates that MSMEs with stronger technological preparedness, human resources, organizational structures, and readiness for change are more capable of implementing effective accounting information systems. Organizational readiness also significantly influenced supply chain performance, with a coefficient of 0.163, a t-statistic of 2.550, and a p-value of 0.011. Therefore, H2 was supported.

Management support significantly affected accounting information systems, as indicated by a coefficient of 0.194, a t-statistic of 3.774, and a p-value below 0.001. This result supports H3 and shows that managerial commitment, resource allocation, strategic guidance, and supervision contribute to the successful implementation of accounting information systems. Management support also had a positive and significant effect on supply chain performance, with a coefficient of 0.168, a t-statistic of 2.784, and a p-value of 0.005. Accordingly, H4 was supported.

Fintech had the strongest direct effect on accounting information systems. The coefficient of 0.491, t-statistic of 7.903, and p-value below 0.001 provide strong support for H5. This result suggests that the use of digital payments, online financing, electronic transactions, and other financial technologies substantially encourages the integration and use of accounting information systems. Fintech also significantly influenced supply chain performance, with a coefficient of 0.156, a t-statistic of 2.545, and a p-value of 0.011. Thus, H6 was supported.

Accounting information systems significantly improved supply chain performance, with a coefficient of 0.391, a t-statistic of 6.745, and a p-value below 0.001. This result supports H7 and confirms that accurate, timely, integrated, and accessible financial information contributes to better procurement, inventory control, supplier coordination, and operational decision-making. Among the direct predictors of supply chain performance, accounting information systems produced the largest coefficient, reinforcing their central role in converting organizational and technological resources into operational outcomes.

Indirect Effects and Mediation

The indirect effect of organizational readiness on supply chain performance through accounting information systems was positive and significant, with a coefficient of 0.085, a t-statistic of 2.924, and a p-value of 0.003. Accordingly, H8 was supported. Because the direct effect of organizational readiness on supply chain performance also remained significant, the result indicates partial mediation. Organizational readiness

therefore improves supply chain performance both directly and indirectly by strengthening accounting information systems.

Management support also had a significant indirect effect on supply chain performance through accounting information systems. The coefficient was 0.076, with a t-statistic of 3.552 and a p-value below 0.001. These results support H9. Since the direct relationship between management support and supply chain performance was also significant, accounting information systems partially mediated this relationship. Thus, management support contributes to supply chain performance through both direct managerial actions and the development of effective information systems.

The strongest indirect effect was observed for fintech through accounting information systems. The coefficient of 0.192, t-statistic of 5.018, and p-value below 0.001 support H10. Because the direct effect of fintech on supply chain performance was also significant, this relationship likewise represents partial mediation. The finding indicates that fintech creates greater operational value when digital financial transactions are captured, processed, and transformed into useful managerial information through accounting information systems.

Model Goodness of Fit

The overall model was also evaluated using the Goodness-of-Fit index, which combines the average communality represented by the Average Variance Extracted and the average explanatory power represented by the R-square. The model produced an average Average Variance Extracted value of 0.716 and an average R-square value of 0.704. Based on these values, the calculated Goodness-of-Fit index was 0.711.

Table 11

Model Goodness of Fit

Construct	Average Variance Extracted	R-Square
Organizational Readiness (DM)	0.731	
Management Support (KO)	0.703	
Fintech (FIN)	0.713	
Supply Chain Performance (KRP)	0.733	0.671
Accounting Information System (SIA)	0.700	0.736
Average	0.716	0.704
Goodness of Fit	0.711	

Source: Primary data. Authors' estimation.

The Goodness-of-Fit value of 0.711 indicates strong combined performance of the measurement and structural models under the criteria applied in this study. This finding is consistent with the reported Standardized Root Mean Square Residual value of 0.035 and Normed Fit Index value of 0.926. The Standardized Root Mean Square Residual was below the recommended threshold of 0.08, while the Normed Fit Index exceeded 0.90, indicating that the proposed model represented the observed data adequately.

However, because Partial Least Squares Structural Equation Modeling is primarily prediction-oriented, the Goodness-of-Fit value should be interpreted together with the R-square values, effect sizes, predictive relevance, and significance of the structural

paths rather than as the sole indicator of model quality. Taken collectively, the model fit indices, explanatory power, and significant path estimates indicate that the proposed framework was statistically adequate for explaining accounting information systems and supply chain performance.

Summary of Hypothesis Testing

Table 12 summarizes the results of the ten hypotheses. All direct and indirect relationships were statistically significant and therefore supported. The corrected table aligns each hypothesis number with the appropriate relationship and conclusion.

Table 12

Summary of Hypothesis Testing

Hypothesis	Relationship	t-Statistic	p-Value	Conclusion
H1	Organizational Readiness → Accounting Information System	3.380	0.001	Supported; organizational readiness significantly improves accounting information systems.
H2	Organizational Readiness → Supply Chain Performance	2.550	0.011	Supported; organizational readiness significantly improves supply chain performance.
H3	Management Support → Accounting Information System	3.774	< 0.001	Supported; management support significantly improves accounting information systems.
H4	Management Support → Supply Chain Performance	2.784	0.005	Supported; management support significantly improves supply chain performance.
H5	Fintech → Accounting Information System	7.903	< 0.001	Supported; fintech significantly improves accounting information systems.
H6	Fintech → Supply Chain Performance	2.545	0.011	Supported; fintech significantly improves supply chain performance.
H7	Accounting Information System → Supply Chain Performance	6.745	< 0.001	Supported; accounting information systems significantly improve supply chain performance.
H8	Organizational Readiness → Accounting Information System → Supply Chain Performance	2.924	0.003	Supported; accounting information systems partially mediate the effect of organizational readiness on supply chain performance.
H9	Management Support → Accounting Information System → Supply Chain Performance	3.552	< 0.001	Supported; accounting information systems partially mediate the effect of management support on supply chain performance.

H10	Fintech → Accounting Information System → Supply Chain Performance	5.018	< 0.001	Supported; accounting information systems partially mediate the effect of fintech on supply chain performance.
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Source: Primary data. Authors' estimation.

Overall, the hypothesis-testing results demonstrate that organizational readiness, management support, and fintech contribute directly to accounting information systems and supply chain performance. The indirect-effect results further show that accounting information systems serve as a significant partial mediator for all three antecedent variables. Fintech produced the strongest direct and indirect effects on accounting information systems and supply chain performance, while accounting information systems emerged as the most influential direct predictor of supply chain performance. These findings confirm the central role of integrated digital financial and accounting systems in improving the operational performance of MSMEs.

DISCUSSION

Organizational Readiness, Accounting Information Systems, and Supply Chain Performance

The results demonstrate that organizational readiness positively influences both accounting information systems and supply chain performance. Organizational readiness had a significant direct effect on AIS ($\beta = 0.218$, $t = 3.380$, $p = 0.001$) and supply chain performance ($\beta = 0.163$, $t = 2.550$, $p = 0.011$). These findings suggest that MSMEs possessing adequate technological infrastructure, employee competence, financial resources, and organizational receptiveness to change are better positioned to implement integrated information systems and coordinate supply chain activities. Readiness reduces implementation resistance, facilitates the alignment of digital tools with business processes, and enables firms to respond more effectively to changes in procurement, inventory, customer demand, and supplier relationships. Nevertheless, the relatively modest direct coefficient indicates that readiness is primarily an enabling condition rather than the strongest operational driver.

This finding is consistent with studies identifying organizational readiness as a central antecedent of technology adoption and digital transformation among MSMEs (Apasrawirote & Yawised, 2024; Purwantini et al., 2024; Raj et al., 2024; Rini et al., 2023). Previous research argues that technological preparedness, organizational learning, and cultural receptivity reduce the friction associated with AIS and fintech implementation (Absah et al., 2023; Barroga et al., 2021; Sonar et al., 2023). However, the literature also shows that readiness does not necessarily generate substantial performance improvements when digital infrastructure, regulatory certainty, governance quality, or cybersecurity capacity remain inadequate (Chiatchoua & Ávila-Romero, 2023; John, 2024; Misrofinah et al., 2024). The present findings therefore support a contingent interpretation in which readiness is necessary but insufficient without complementary technological and managerial capabilities.



Theoretically, the findings strengthen the organizational dimension of the Technology–Organization–Environment framework by showing that internal preparedness influences both technology implementation and operational outcomes. They also support the Resource-Based View by positioning digital competence, infrastructure, and change capacity as strategic resources that enable MSMEs to exploit digital opportunities. From a practical perspective, MSME owners should assess employee capabilities, data-management procedures, technology compatibility, and process readiness before investing in fintech or AIS. Government agencies and MSME development institutions should therefore combine technology subsidies with digital-literacy programs, process-redesign assistance, and cybersecurity training. Such integrated interventions are more likely to convert organizational preparedness into sustainable supply chain improvements than policies that focus exclusively on providing technological applications.

Management Support as a Driver of Digital and Operational Integration

Management support significantly influenced AIS implementation ($\beta = 0.194$, $t = 3.774$, $p < 0.001$) and supply chain performance ($\beta = 0.168$, $t = 2.784$, $p = 0.005$). These results indicate that leadership commitment contributes to digital transformation by allocating resources, defining strategic priorities, supporting employee training, and legitimizing changes in organizational routines. In MSMEs, where owners and senior managers often exercise direct control over operational and financial decisions, their involvement is particularly important. Management support can accelerate the integration of accounting, payment, procurement, and inventory processes while reducing uncertainty among employees. Its direct effect on supply chain performance also implies that leadership decisions concerning suppliers, working capital, technology investment, and information sharing shape the effectiveness of material, financial, and informational flows.

The results align with recent evidence that top-management commitment facilitates AIS implementation and broader digital transformation through resource orchestration, strategic alignment, and change management ([Lim & Seng, 2024](#); [Misrofiningah et al., 2024](#); [Purnomo et al., 2024](#); [Subramanian et al., 2021](#)). Prior studies also demonstrate that managerial involvement improves information quality and system utilization when leaders integrate digital initiatives into core organizational strategies rather than treating them as isolated technical projects ([Al Busaidi et al., 2022](#); [Alkhilani et al., 2024](#); [Anggreani & Falikhatun, 2024](#); [Sulistiyowati et al., 2024](#)). Nevertheless, other studies caution that leadership commitment may have weaker effects when employees lack digital skills or when external infrastructure and regulatory support remain underdeveloped ([Amornkitvikai et al., 2022](#); [Banerjee et al., 2023](#); [Matias & Hernandez, 2021](#)).

These findings extend Dynamic Capabilities Theory by demonstrating that management support facilitates the sensing of technological opportunities, the seizing of fintech and AIS investments, and the transformation of organizational routines. Managerially, MSME leaders should establish clear digital objectives, assign

responsibility for system implementation, finance employee training, and monitor information quality and cybersecurity. Leadership commitment must also be translated into measurable operational practices, including digital procurement, real-time inventory monitoring, and integrated financial reporting. At the policy level, capacity-building programs should not be limited to technical instruction but should include digital leadership, governance, and change-management competencies. Such programs would help MSME owners convert strategic commitment into effective systems, resilient operations, and stronger relationships with suppliers and customers.

Fintech as the Dominant Technological Driver

Fintech adoption produced the strongest direct effect on AIS ($\beta = 0.491$, $t = 7.903$, $p < 0.001$), substantially exceeding the effects of organizational readiness and management support. It also directly improved supply chain performance ($\beta = 0.156$, $t = 2.545$, $p = 0.011$). This dominant influence can be explained by the operational immediacy of fintech. Digital payments, electronic financing, e-invoicing, and online transaction platforms generate standardized data flows that must be recorded, reconciled, and analyzed through AIS. Unlike organizational readiness and managerial support, which function primarily as antecedent conditions, fintech changes actual transaction processes and produces observable efficiency gains. These technologies can accelerate payments, improve liquidity visibility, reduce transaction costs, and facilitate coordination between MSMEs, suppliers, customers, and financial institutions.

The finding is consistent with studies reporting that fintech provides stronger performance benefits when interoperable with mature AIS and cloud-based financial processes (Abaddi, 2024, 2025; Al Busaidi et al., 2022; Baehaqi et al., 2020; Lim & Seng, 2024; Nurjannah et al., 2023). Previous research explains that fintech-generated data improve financial reporting, working-capital control, and decision-making when systematically captured through accounting systems (Aisyah, 2024; Fitria, 2023; Ishak & Mohammad Nasir, 2024; Trimulato et al., 2023). However, evidence also indicates that fintech adoption alone may generate temporary or limited benefits when systems are fragmented, data governance is weak, or digital literacy is inadequate (Fernando et al., 2023, 2024; Mahsun et al., 2023; Rajendran et al., 2024). Thus, fintech's effectiveness depends on its organizational and informational integration.

The findings support the technological dimension of the TOE framework and reinforce the Resource-Based View by demonstrating that fintech creates value when combined with complementary organizational resources. For managers, adopting fintech should involve more than introducing digital payments; platforms should be connected to accounting, purchasing, inventory, and supplier-management systems. Fintech providers should facilitate affordable application programming interfaces, standardized reporting, and secure cloud integration for MSMEs. Policymakers should strengthen digital-payment infrastructure, data-protection standards, consumer protection, and interoperability between fintech platforms and business information systems. Because fintech exerts the strongest influence on AIS, support programs should prioritize integrated fintech-AIS solutions rather than fragmented applications,



while ensuring that adoption remains secure, accessible, and responsive to the operational needs of small businesses.

The Mediating Role of Accounting Information Systems and Islamic Economic Implications

AIS significantly improved supply chain performance ($\beta = 0.391$, $t = 6.745$, $p < 0.001$) and mediated the effects of organizational readiness, management support, and fintech. The indirect effects were significant for organizational readiness ($\beta = 0.085$, $t = 2.924$, $p = 0.003$), management support ($\beta = 0.076$, $t = 3.552$, $p < 0.001$), and fintech ($\beta = 0.192$, $t = 5.018$, $p < 0.001$). Because the corresponding direct paths also remained significant, the pattern indicates complementary partial mediation. AIS therefore functions as a strategic conversion mechanism: it transforms organizational preparedness, managerial commitment, and fintech-generated transactions into reliable information, stronger controls, better coordination, and improved supply chain decisions. The largest mediated effect again originated from fintech, confirming the importance of digital transaction data for AIS-enabled performance.

This result supports studies conceptualizing AIS as an integration backbone rather than a purely administrative system (Widjayanti et al., 2024; Zaçe & Shuli, 2025). Mature AIS reduces information asymmetry, improves auditability, and provides real-time insights into cash flow, purchasing, inventory, and supplier obligations (Isito, 2025; Oyasor, 2025). The finding also accords with the DeLone and McLean Information Systems Success Model, according to which system quality, information quality, service quality, use, and user satisfaction generate organizational net benefits (Johari et al., 2023; Oyasor, 2025). Studies nevertheless emphasize that AIS-mediated effects differ according to regulatory clarity, infrastructure, cybersecurity, and data-governance maturity (Isito, 2025; Oyasor, 2025; Sese & Qollbia, 2025; Zaçe & Shuli, 2025), indicating that the mediation pathway remains context-dependent.

Theoretically, AIS extends the Resource-Based View by functioning as an operable organizational capability that converts resources into performance, while Dynamic Capabilities Theory explains how AIS enables firms to sense changes, seize opportunities, and reconfigure supply chain routines. From an Islamic economics perspective, AIS can also strengthen amanah, transparency, and justice by supporting accurate reporting, traceable transactions, and accountable stakeholder relationships (Hidayat & Masyhuri, 2026; Kesuma & Firdaus, 2024). Integration with Islamic fintech may expand Sharia-compliant financing and financial inclusion (Kesuma & Firdaus, 2024; Mawahdah et al., 2025), while AIS-enabled traceability can support halal supply chain integrity and maqāṣid al-Sharī'ah-oriented welfare outcomes (Mubarak & Lidyah, 2025; Sagala & Siregar, 2025). Managers and policymakers should therefore promote interoperable AIS that combines efficiency, Sharia governance, cybersecurity, and inclusive access to finance.

CONCLUSION

This study demonstrates that organizational readiness, management support, and fintech adoption significantly influence accounting information systems and supply chain performance among micro, small, and medium enterprises (MSMEs). The empirical findings indicate that fintech adoption exerts the strongest direct effect on accounting information systems, highlighting the transformative role of digital financial technologies in improving business operations. Accounting information systems also significantly enhance supply chain performance while mediating the relationships between organizational readiness, management support, fintech adoption, and operational outcomes. These results suggest that digital transformation extends beyond technology acquisition and depends on the integration of organizational capabilities, managerial commitment, and information systems that collectively improve decision-making, coordination, and operational efficiency throughout the supply chain.

The findings enrich the digital transformation literature by integrating the Resource-Based View, the Technology–Organization–Environment framework, Dynamic Capabilities Theory, and the DeLone and McLean Information Systems Success Model into a comprehensive explanatory framework. The study demonstrates that accounting information systems function not merely as administrative tools but as strategic organizational capabilities that transform digital investments into measurable operational performance. Furthermore, incorporating insights from Islamic economics extends the theoretical contribution by illustrating how transparency (*amanah*), justice (*'adl*), financial inclusion, and Sharia-compliant digital governance complement conventional perspectives on organizational capability development. Consequently, the study offers a more holistic understanding of sustainable digital transformation, particularly within MSMEs operating in emerging economies.

From a practical perspective, the results emphasize that MSME managers should prioritize integrated digital transformation strategies rather than implementing fintech or accounting technologies independently. Investments in organizational readiness, leadership commitment, interoperable accounting information systems, cybersecurity, and employee digital competencies are essential for achieving sustainable improvements in supply chain performance. Policymakers should complement digital infrastructure development with programs that strengthen digital literacy, regulatory certainty, and collaboration between financial institutions, fintech providers, and MSMEs. Overall, this study provides robust empirical evidence that accounting information systems constitute the strategic mechanism through which organizational capabilities and fintech adoption generate sustainable competitive advantage, while simultaneously offering a foundation for future research on digital transformation, ethical governance, and inclusive economic development.



Limitation of the Study

This study has several limitations that should be considered when interpreting its findings. First, the research employed a cross-sectional design, limiting the ability to establish definitive causal relationships among organizational readiness, management support, fintech adoption, accounting information systems, and supply chain performance. Although the proposed theoretical framework is supported by significant empirical evidence, longitudinal research would provide stronger insights into how digital transformation capabilities evolve over time. Second, the study focused exclusively on MSMEs operating in Medan, Indonesia. While this context offers valuable evidence from an important emerging economy, differences in institutional environments, digital infrastructure, industrial sectors, and regulatory conditions may limit the generalizability of the findings to other regions or countries.

Another limitation concerns the measurement of organizational and technological constructs through self-reported questionnaire data, which may introduce common method bias and respondent subjectivity despite the satisfactory reliability and validity of the measurement model. Furthermore, the study concentrated primarily on organizational readiness, management support, fintech adoption, accounting information systems, and supply chain performance without explicitly examining potentially important contextual variables such as cybersecurity readiness, organizational culture, digital leadership, environmental uncertainty, firm size, or regulatory quality. Although Islamic economics perspectives were incorporated to enrich the theoretical discussion, variables representing Sharia governance, halal supply chain practices, *maqāṣid al-Sharī'ah* orientation, or Islamic fintech maturity were not empirically measured, leaving opportunities for broader theoretical development and empirical validation.

Recommendations for Future Research

Future studies should employ longitudinal or panel research designs to investigate how organizational readiness, management support, fintech adoption, and accounting information systems evolve throughout different stages of digital transformation. Such approaches would provide stronger causal evidence regarding the dynamic relationships proposed in this study while allowing researchers to observe capability development over time. Future research should also extend the investigation to different industries, countries, and institutional environments to evaluate the external validity of the proposed framework. Comparative studies across emerging and developed economies would improve understanding of how regulatory quality, digital infrastructure, financial inclusion, and market maturity moderate the effectiveness of accounting information systems in enhancing supply chain performance.

Future research should also expand the theoretical framework by incorporating additional organizational, technological, and institutional variables that may influence digital transformation outcomes. Variables such as cybersecurity readiness, digital leadership, artificial intelligence adoption, cloud computing capability, organizational learning, and environmental uncertainty could provide a more comprehensive

explanation of organizational performance. Moreover, greater attention should be given to integrating Islamic economics into empirical digital transformation research by measuring Islamic fintech adoption, Sharia governance quality, halal supply chain management, maqāṣid al-Sharī'ah orientation, and Islamic accounting practices as observable constructs. Such extensions would broaden the applicability of the Resource-Based View, the Technology–Organization–Environment framework, Dynamic Capabilities Theory, and the DeLone and McLean Information Systems Success Model while contributing to the development of ethically grounded, inclusive, and sustainable digital transformation models for MSMEs in both Muslim-majority and global business environments.

Authors Contributions

Conceptualization	R.R.A.H., F.H., & N.	Resources	R.R.A.H., F.H., & N.
Data curation	R.R.A.H., F.H., & N.	Software	R.R.A.H., F.H., & N.
Formal analysis	R.R.A.H., F.H., & N.	Supervision	R.R.A.H., F.H., & N.
Funding acquisition	R.R.A.H., F.H., & N.	Validation	R.R.A.H., F.H., & N.
Investigation	R.R.A.H., F.H., & N.	Visualization	R.R.A.H., F.H., & N.
Methodology	R.R.A.H., F.H., & N.	Writing – original draft	R.R.A.H., F.H., & N.
Project administration	R.R.A.H., F.H., & N.	Writing – review & editing	R.R.A.H., F.H., & N.

All authors have read and agreed to the published version of the manuscript.

Funding

This study received no direct funding from any institution.

Institutional Review Board Statement

The study was approved by Program Studi Ekonomi Islam (S1), Universitas Islam Negeri Sumatera Utara, Kota Medan, Indonesia.

Informed Consent Statement

Informed consent was obtained before respondents filled out the questionnaire for this study.

Data Availability Statement

The data presented in this study are available on request from the corresponding author.

Acknowledgments

The authors thank Program Studi Ekonomi Islam (S1), Universitas Islam Negeri Sumatera Utara, Kota Medan, Indonesia for administrative support for the research that this article was based on.

Conflicts of Interest

The authors declare no conflicts of interest.

Declaration of Generative AI and AI-Assisted Technologies in the Writing Process

During the preparation of this work the authors used ChatGPT, DeepL, Grammarly, and PaperPal in order to translate from Bahasa Indonesia into American English, and to improve clarity of the language and readability of the article. After using these tools, the authors reviewed and edited the content as needed and take full responsibility for the content of the published article.



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