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THE IMPACT OF ARTIFICIAL INTELLIGENCE ON MANAGEMENT ACCOUNTING PRACTICES: A CASE STUDY OF CROWN BANK

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ABSTRACT

The integration of fourth industrial revolution technologies has basically transformed corporate finance functions world-wide. The research analysed the impact of artificial intelligence on management accounting practices, specifically evaluating operational performance and user acceptance within a commercial banking environment. The study was theoretically established in Davis's (1989) Technology Acceptance Model (TAM), focusing on the core constructs of PU and PEOU. Making use of quantitative research, the empirical data was gathered through questionnaires distributed to a sample of internal auditors, IT, finance and management professionals. The reliability of the assessment instrument was statistically validated, returning a reliable overall Cronbach's alpha coefficient of 0.822. The findings of the study showed a high viewpoint of AI strategic utility, with respondents agreeing that technology maximizes macro level organizational decision making, financial accuracy and operational efficiency. Regarding system convenience, the respondents rated interface clarity highly, though a definite technical skill gap developed regarding operational mastery. The accuracy of monthly budgeting yielded the lowest rating and the highest volatility in the data set, thereby exposing limitations under volatile macroeconomic conditions. The study judges that while perceive usefulness serves as the primary driver for AI adoption in the banking sector, perceived ease of use remains an operational blockage that requires continuous training. Additionally, system automation cannot entirely replace human oversight in short term forecasting. The study recommends implementing data literacy upgrading programs alongside a "human in the loop" budgeting framework to increase reliability and maintain financial control.

Keywords: Artificial Intelligence, management accounting, Technology Acceptance Model, Perceived usefulness, budgeting accuracy, commercial banking.

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LIST OF ACRONYMS/ABBREVIATIONS

AI – Artificial Intelligence

BUSE – Bindura University of Science Education

FBC – First Banking Corporation (FBC Holdings)

IT – Information Technology

N – Sample size

PU – Perceived Usefulness

PEOU – Perceived Ease of Use

RBZ – Reserve Bank of Zimbabwe

RPA – Robotic Process Automation

SD – Standard Deviation

TAM – Technology Acceptance Model

CHAPTER I

INTRODUCTION

1.1 Introduction

This study focuses on the impact of artificial intelligence on management accounting practices based on the case study of Crown bank, Zimbabwe. The chapter is going to assess how artificial intelligence affects management accounting in the banking sector. This chapter is going to view the background of the study, problem statement, research objectives, research questions, significance of the study and limitations.

1.2 Background of the study

The research and investigation made by the author has reviewed that this study has been studied in so many countries worldwide. John McCarthy introduced Artificial Intelligence in 1955 and AI popularity and development was gained in 2012. AI has developed into a functional tool that enables organisations to analyse large volumes of data, automate some routine tasks and also support informal decision making. Based on different articles, the integration of artificial intelligence in management accounting has been extensively studied across various countries, sectors and though diverse methodologies. Studies have spanned continents focusing on how different economic environments adapts to artificial intelligence.

According to the author's research, it has been reviewed that this study has been conducted in the European countries. Cunha (2022), Marques et al (2023), made research in Portugal (2022/2023) which focused mainly on exploring Internet of Things (IOT), AI and big data on the management accounting professionals through semi-structured interviews. Tran (2022) compared academic literature and professional reports in Finland (from Deloitte, KMPG and PwC) in regards with artificial intelligence driven management accounting. It therefore suggests that AI impacts management operational processes and recruitment. Romania had used the Technology Acceptance Model (TAM) as a quantitative measure to evaluate the use of AI in

management professionals (Varzaru, 2022). At Dimitrie Christian University in Romania, research was carried out evaluating the impact on strategic finance in corporations like Vodafone (UK), Nordea (Sweden).

Carrying on with the research, we have also found that the studies were conducted in different parts of Asia as well. D Leon & Garcia (2025) used the hybrid intelligence model to assess the impact of machine learning on management accounting. China focused on the digitalization of artificial intelligence on agricultural organization for resource allocation efficiency (Korobeynikova et al, 2021). At the university of Tianji, another study was carried out exploring the multi- dimensional value of AI in improving general enterprise efficiency, (ZHAO 2025). Cahyono & Ardianto, (2024) reviewed that research at Universitas Airlangaa also examined the relevance of AI and big data to the best practices of management accounting globally.

Ahmed et al, (2022) investigated the role of data analytics and expert systems in improving the performance of management accountants but specifically aligned with the Egyptian state digital transformation trends. Kerr et al, (2025) made qualitative research examining the history of AI application, ranging from 1950s expert systems to modern generative AI and their societal impact in North America, USA.

Ministry of ICT 2026, Zimbabwe has recently signalled a very strong commitment to the fourth industrial revolution(4IR) where they have launched the National AI strategy (2026-2030). However, research trends in the Zimbabwean banking sector has primarily focused on AI's impact on Credit Risk Management (predicting non-performing loans) (Kudakwashe Maguraushe, Joanna Miriro Matanda, 2024), fraud detection and financial inclusion for credit scoring and chat-bots (Mitchell K Ngunga, Africa University 2025). While quantitative trends shows that banks are adopting AI, this study allows for a more understanding of the internal process changes within the management accounting function.

Crown Bank, Zimbabwe, recently acquired by FBC Holdings in May 2024, operates as a registered commercial bank (FBC Holdings 2024 Annual Report). Management accounting practices at this entity likely align with FBC Holding's broader strategic framework, focusing on financial results influenced by accounting policies, rigorous

budgetary control, risk management and performance evaluation techniques in accordance with Zimbabwe Stock Exchange listing requirements. Following this acquisition of Standard Chartered Bank Zimbabwe, management accounting shifted from global, standardized practices to a localized strategy focused on digital transformation and asset-liability management. SCBZ adhered to UK-based group policies, which focused on high level risk mitigation and international stability. Strategic planning was often dictated by global targets (RoTE, CET1) with a dedicated business planning manager. SCBZ used global assessment tools like McKinsey's 7-s and balanced scorecards for unit evaluation and the control framework was in strict compliance with the international control standards from the London headquarters. Currently at Crown bank and for the past 1 year, the control framework employs a decentralized structure with shared services from FBC group (Internal audit, Compliance and Front line). It deals with quarterly re-forecasts to quickly adapt to Zimbabwe's volatile monetary environment. As for the performance tools, a variance analysis is made on the monthly management accounts with detailed comparisons against budgets for immediate correction. Crown Bank now operates as a semi-autonomous subsidiary. This allows faster local decision making while leveraging FBC's group wide share services. FBC is currently consolidating the back-office operations and systems between its original bank and Crown bank to achieve economies of scale and operational efficiency.

FBC Crown bank is currently transitioning from a mix of manual and traditional digital processes towards a more AI-powered digital banking model as part of FBC Holdings broader transformation strategy. While some back-office management accounting practices still rely on traditional and manual management assumptions, the group is aggressively integrating AI and automation to improve efficiency.

While FBC Crown bank does not publicly list a specific AI software menu for its internal management accounting, its parent company FBC holdings has confirmed an aggressive digital transformation which is yet to be implemented at Crown bank management. As for early 2026, the bank uses Intelligent Digital On boarding (bio metrics), Robotic Process Automation and Document processing, Embedded AI for risk and compliance, Predictive analytics for business strategy. The RBZ noted in late 2025 that while the sector is gradually embracing AI, many banks are still in the early stage

of implementing these as full scale intelligent accounting systems rather than just automated tools.

1.3 Statement of the problem

Ideally, management accounting systems in the modern banking sector should technologically provide real time, accurate, and predictive data for strategic decision making. Despite the ability for AI to upgrade the accuracy, speed and predictive capabilities of management accounting, FBC Crown bank faces a digital implementation gap. The bank's reliance on manual management judgement and legacy structures persists, leading to inefficiencies in a market that demands real time responsiveness. Some of the accounting actions continue to depend on manual procedures as well as existing systems which may affect quality of financial information and operational efficiency. Therefore, there is a critical need to examine the impact of adopting artificial intelligence on management accounting practices at Crown bank, Zimbabwe.

1.4 Research objectives

The main aim of this study is to have a clear understanding on the impact of adopting artificial intelligence on management accounting practices at Crown Bank, Harare Zimbabwe. The research objectives are as follows:

1. To examine how the current manual management accounting practices hinder real time financial decision making at Crown Bank.
2. To analyse the effectiveness of artificial intelligence on budgeting, forecasting and cost control effectiveness within the management of Crown bank.
3. To assess how the integration of AI tools impacts the accuracy of financial forecasting compared to traditional manual methods.

1.5 Research questions

1. To what extent does current manual management accounting practices hinder real-time financing decision making at Crown bank?
2. How effective is AI driven analytics in mitigating budget variances and forecasting errors within the volatile, inflationary economic environment currently faced by FBC Crown Bank?
3. How does the integration of AI tools (like automated report generation) impact the accuracy of financial forecasting compared to traditional manual methods?

1.6 Significance of the study

1.6.1 To the university

This study may be used by researchers for future referencing as part of their studies and skill enhancement. It also contributes a body of knowledge regarding AI adoption in developing economies, especially the Southern Africa.

1.6.2 To the student

The research enables the researcher to gain a deep understanding on the impact of artificial intelligence on management accounting practices, specifically at Crown bank Zimbabwe. It also contributes a body of knowledge regarding AI adoption in developing economies, especially the Southern Africa.

1.6.3 To Crown bank Zimbabwe and the banking sector

This study reviews a map for the bank's leadership on how artificial intelligence can reduce operational cost and improve financially reporting (PwC 2020). It identifies the manual accounting tasks that can be automated. It also helps the bank anticipate market shifts in the Zimbabwe volatile economy and to allow best decision making compared to competitors.

1.6.4 To policy makers

This study can assist some regulatory bodies such as the Public Accountants and Auditors Board (PAAB) and the Reserve Bank of Zimbabwe (RBZ). It helps to provides guidelines on ethical and technical standards needed on AI on financial reporting. This study is also in line with the National strategy the 2030 as it provides evidence on how digital transformation works at institutional level.

1.7 Research assumptions

The study on the impact of artificial intelligence on management accounting and Crown bank, Harare Zimbabwe being the case is guided by the below listed assumptions.

1. The selected sample used to contact this research is assumed to provide a clear representation of the overall population that is taken into consideration.
2. The methods used in data collection are best suited to address the research objectives.
3. The researcher will minimise bias through appropriate sampling and ethical data collection procedures and the results therefore truly reviews the impact of artificial intelligence on management accounting.

1.8 Delimitation of the study

1. The study is bounded to the finance, management accounting and IT/digital transformation departments. It excludes general bank tellers or external customers, as they do not interact with the management accounting tools.
2. The study will only rely on FBC Crown bank, it does not include the broader FBC bank retail operations or other commercial banks in Zimbabwe, except for bench marking purposes.
3. The re research focuses specifically on artificial intelligence tools like the data predictive analytics and automated reporting. It excludes general digitization like basic excel or standard core banking system software that doesn't involve AI.

1.9 Limitations of the study

In developing countries, there is unclear regulatory frameworks which can hinder adoption of AI. They also lack technological infrastructure for the digital

transformation. Gamage (2021) highlighted barriers such as high implementation costs, lack or expertise, resistance to change and data security concerns. Data confidentiality and sensitivity force the researcher to rely on broader qualitative descriptions or published annual reports. Since FBC Crown bank is currently in a migration phase, AI tools might be in the testing stage which may reflect some glitches on the findings.

1.10 Definition of key terms

Key terms used in this study are defined in the below section.

Artificial intelligence

"It is the study of programming computers to do things better and more accurately than humans" (McCarthy et al 1955). It is a set of technologies that enables computers to perform a variety of advanced functions, including the ability to see, understand and translate spoken and written language, analyse data and make recommendations.

Management accounting

This is defined by the IMA (Institute of Management Accountants), as a profession that involves partnering in management decision making, devising planning, performance management systems and providing expertise in financial reporting and control to assist management in formulation and implementation of an organization's strategy.

1.11 Chapter summary

This chapter has established the foundation framework for investigating the impact of artificial intelligence on management accounting practices at Crown bank. It began with the background of the study utilizing the funnel approach to trace the evolution of AI from a global perspective to its specific strategic importance within the Zimbabwean banking sector. This discussion highlighted a significant problem statement which leaves a gap between technological capability and current accounting practices. The chapter outlined specific research objectives and questions aimed at evaluating how AI tools can redefine the role of management accountant. The significance of the study was also detailed regarding the students, professional management at Crown bank, policy makers and to the university. It has also established the limitations of this study as detailed in the chapter. The next chapter will provide a comprehensive review on the literature of the study.

2 CHAPTER II

2.1 LITERATURE REVIEW

2.2 Introduction

Machi and McEvoy (2020) describes a literature review as a synthesis or summary of earlier academic research on a specific subject, aimed at fostering a deeper understanding of the topic. Accordingly, this chapter presents previously published work related to the study directed by the objectives of the research. It also includes the theoretical framework that underpins the study. An outline of how management accounting practices are affected by the implementation of AI is explained in this chapter. This chapter will review the conceptual framework, the theoretical framework and the empirical review that concerns AI and management accounting.

2.3 Theoretical framework

The theoretical framework includes concepts, definitions and existing theories that are used in this study. It shows an understanding of theories and concepts that are relevant to the research topic. This study is based on two theories that explain the interaction between human professional and technological innovation. The author used the Technology Acceptance Model (TAM) and Socio - technical Systems (STS) theory.

2.3.1 Technology Acceptance Model

Davis (1989) suggested that the adoption of any new technology is determined by two factors, the perceived usefulness (PU) and perceived ease of use (PEOU). Perceived usefulness measures the extent to which an accountant believes that using AI will improve their job performance. Perceived ease of use is the extent to which a professional believes that AI system will be free of physical and mental effort. The literature used TAM to assess how AI transforms the management accountant's role from traditional processing to a proactive strategic partner. The research specifically targeting managerial accounting found that acceptance is heavily influenced by how much these tools can automate routine tasks like budgeting and reporting. In the context of Crown bank, this theory sheds light on whether management accountants are likely to adapt AI, depending on how much they believe in its impact on job performance and

the ease of the use the systems involved (Varzaru, 2022). Even when AI technologies are available, their successful implementation depends on user willingness to adopt them. Without proper learning chances, may struggle to engage with these systems comfortably. Complicated designs often slow things down instead of speeding them up. Therefore, TAM added a human angle to existing theories, showing that AI in management accounting works better when people accept it not just because the technology is advanced. What matters the most is not only what the system can do, but also whether uses engage with it willingly.

2.3.2 Socio-Technical Systems (STS) theory

STS theory suggests that an organization is a combination of social system and a technical system. It argued that organizational performance is optimized when both systems are aligned. A failure to align with these two can lead to resistance or under-utilization of the technology (Tenhumen,2025). In the context of AI in management accounting, the technical system includes AI tools, software and data analytic platforms, while the social system includes employees, skills, organizational culture and management practices. The successful implementation of AI requires a balance of these two systems. While AI can automate processes and enhance efficiency, human involvement is essential for interpretation and ethical decision making. For AI to be effective at Crown bank, the technical efficiency of machine learning must be balanced with the social needs and skills of the accounting staff.

2.4 Empirical review

Recent literature shows that artificial intelligence is converting the accountant's role from a passive record of past events to an active guide in strategic planning. Tenhunen (2025) highlighted how predictive analytics powered by AI supports forward looking decisions which enables earlier interventions. Similarly, Pavlovic et at. (2024) showed that automated reporting systems greatly step up the speed at which bank executives can access and interpret critical financial information.

2.4.1 Empirical evidence on efficiency and accuracy

2.4.1.1 Artificial intelligence for digitization of management accounting of agricultural organizations. OM Korobeynikova et al 2021

The study focused on AI technological developments in the agricultural sector in Russia. AI delivers new opportunities for decision making and efficiency in the field of management accounting. The aim of this paper was to show directions for using AI in the management systems of agricultural organizations. The main aim of the study was to strengthen effectiveness, efficiency and accuracy in management accounting.

The interpretation of objectives, subjects, objects, methods and principles of management accounting are changing. The new elements of management accounting methodology are being proposed. The study used the object element which consists of the historical, current and prospective management information in different section. The subject element focused on the financial and production activities of agricultural organizations. The main aim of the study was to strengthen effectiveness, efficiency and accuracy in management accounting. It was proposed to complement the methodological features of the functions and principles of management accounting with new organizational and analytical capabilities.Although the agricultural context differs from banking, the findings demonstrate the general ability of AI to improve data processing and forecasting.

2.4.1.2 The application value of artificial intelligence in improving the efficiency of management accounting practices. (Zhao, 2025)

This paper reviewed the complex value of AI in improving the efficiency of management accounting practices and implementation pathways. It was found that in the management accounting of agricultural organizations, AI mostly enhance the accuracy of digital processing and prediction which promotes resource allocation

efficiency. In general enterprises, AI strengthens the integration of non-financial indicators and innovation driven development. This difference showed that agriculture focuses on environmental sustainability while enterprises focus on the integration of real time decision making. The application mechanism can promote the development towards efficiency and intelligence in management accounting.

2.4.2 Decision making and forecasting

2.4.2.1 The integration of artificial intelligence in managerial accounting. AI literature review. (Gabriela FOTACHE,2024)

The review of this paper showed the integration of AI into management accounting practices. It combined the existing research to define managerial accounting and explore its scope, including budgeting, performance evaluation, forecasting, cost management and decision support. The review further investigated the AI key technologies which are machine learning, Natural Language Processing (NLP), expert systems, Robotics Process Automation (RPA) and how they are applied in management accounting. The paper also examined the challenges of Artificial intelligence integration, such as automation of tasks, real time financial monitoring and improved data analysis.

After reviewing this paper, the researcher realized that managerial accounting plays a significant role in decision making in the organization through financial and non-financial information. Traditionally, managerial accounting relies on human expertise and manual processes to allocate, measure, analyse, interpret and communicate appropriate information. However, AI is introducing advanced technologies that enhance efficiency and provides insights through data analysis. Machine learning and expert systems offer advanced skills in analysing large data sets. This improves the timeliness and accuracy of managerial decisions. Robotics Process Automation (RPA) increase efficiency by automating repetitive tasks such as reconciliation and data entry in managerial accounting. It reduces errors and operational costs.

The implementation of AI driven predictive models helps in the forecasting of financial performance. The tools help managers to with quick decision making and focus on capitalization of opportunities Natural Language Processing (NLP) deals with automated reporting and sentiment analysis which provides relevant financial insights that helps managers stay responsive.

2.4.2.2 The impact of AI on accounting practices. A review exploring how artificial intelligence is transforming traditional accounting methods and financial reporting.

This paper examined the evolution from manual, labour intensive accounting methods to AI driven tools. The aim was to assess how AI integration improves the landscape of accounting. The study analysed peer-reviewed articles, case studies and industry reports from the past ten years by employing quantitative analysis and literature review. The findings showed that AI enables predictive analytics for strategic decision making. However, barriers like resistance to change to AI adoption in accounting practices, the need for skilled labour and high costs of implementation.

All in all, the paper recommended a balanced approach to the integration of AI in accounting. Highlighting the need for adaptation, continuous learning and strategic planning. The review recommended for investment in training and development to build AI competitive advantage.

2.4.2.3 Integration of AI in management accounting. A SWOT analysis.

The purpose of the study was based on the increase in data driven decision making which results to improvement of decision quality and organizational performance. The study presented a SWOT analysis based on the literature review on the use of Artificial Intelligence in management accounting practices. Studies and research on the subject were limited and mostly based on assumptions. It is not yet clear whether AI is suitable for management accounting practices and how it is going to affect the same practices.

2.4.3 Adoption and user acceptance (TAM perspective)

2.4.3.1 Assessing AI Technology Acceptance in managerial accounting. (Varzaru, A.A. 2022)

This study focused on examining the acceptance of AI technology among accountants in Romanian organizations in the context of digitization and modernization of managerial accounting. This was quantitative research which was carried out through an online survey based on questionnaire. The questionnaire was filled and returned by a total number of 396 specialists in Romanian managerial accounting organizations. The basic concepts of TAM are perceived ease of use (PEU) and the perceived usefulness. This model was proposed in 1985 by Davis to assess the user acceptance of information systems. The author used the structural equation modelling to test the model of accepting artificial intelligence technology in management accounting.

The findings reviewed that implementing AI solutions in management accounting delivers more options to managers by shortening processes and improves the use of accounting information. There is need for collaboration between the machines and humans to improve the speed and quality of decision. However, the application of TAM model resulted in the need to increase IT skills level and the disappearance of jobs for human resources in management accounting. The satisfaction of management accounting specialists positively impacts behavioural intentions to use AI technologies at a large scale. This research strategy encourages comparability in future studies.

2.4.4 Challenges and risks of AI implementation

2.4.4.1 The role of AI in the accounting professionals: opportunities and threats, Wien, Vienna,2024.

The purpose of the study was to highlight the applications of AI in accounting and offer insights from stakeholders who are to be involved in the future accounting where technology and humans work together. The study used a qualitative and single cross section as the research design. This paper used semi structured interviews to gain

insights directly from the targeted stakeholder group. The participants of this study included accounting and IT professional and accounting managers who have experience with AI tools. The key findings of this paper included practical opportunities that can arise from the integration of AI into management accounting such as big data management and faster reporting cycles. However, the main challenges that professionals may get are the limitations of AI in terms of its reliability and efficiency. Lack of structure training and guidance on the use of AI tools. There was a clear agreement among the research participants that the arrangements between the established roles and the integration of AI into accounting will be difficult to achieve. However, the accounting professional positions are not expected to be completely replaced by AI even if their responsibilities may shift dramatically in the future.

2.4.5 Role transformation of the management

2.4.5.1 The role of AI in improving the performance of management accountant considering the Egyptian State's trend toward digital transformation. (Ahmed Said Abdelzim Ahmed, 2022)

The purpose of the study was to determine the impact of artificial intelligence techniques on management accountants while exploring the extent to which the awareness of the management accountants is significant on AI. The key findings of the study reviewed that AI is deeply integrating with existing corporate technologies, transforming accounting practices and driving the digitization of financial processes. Management accountants benefit from expert systems, which stores and interpret human expertise to advise on support and improve decision making.

For a financial institution like Crown bank, these global trends suggest that adopting AI could significantly optimize the management accounting function provided that the staff are prepared for the transition. In Zimbabwe, the adoption is influenced by the National AI strategy (2026-2030) and the regulatory oversight of the RBZ. Local research at BUSE (B2002254A,2024) highlights that government policy acts as a critical moderator for technological success in the financial sector. At Crown bank, the

impact of AI is therefore inseparable from the broader economic and regulatory environment of the country.

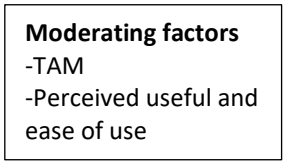
There is an urgent need to enhance skills of accounting professionals and utilize expert systems for storing interpreting and applying human experience to improve decision making. Universities need to improve accounting curricula to include AI training, while companies must provide training programs for accounting employees.

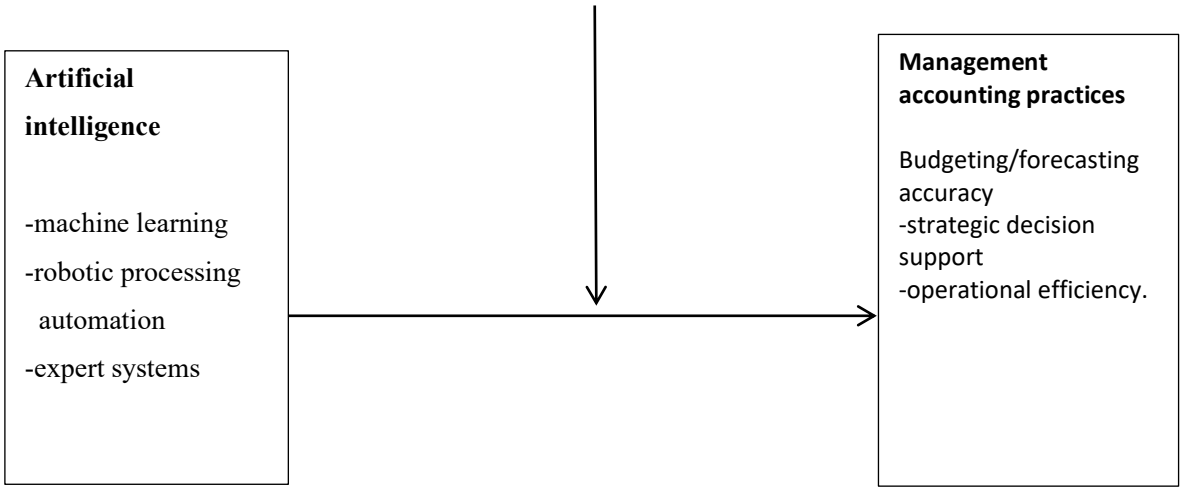
2.5 Conceptual framework

The conceptual framework explains the relationship between the independent and dependant variables. Kivunja (2018) defined this as "an analytical tool or structure that displays an overall view of the research project".

The model below shows that the adoption of AI technologies such as machine learning and Robotic processing automation (independent variables) is expected to improve the efficiency and strategic depth of management accounting at FBC Crown bank (dependent variables). However, as indicated by TAM, this relationship is not automatic. The prevailing regulatory framework of Zimbabwe and the perceived usefulness and ease of use by the bank' s staff acts as moderating variables that determine the ultimate success of the integration.

Figure 1 CONCEPTUAL FRAMEWORK





2.6 The research gap

While the reviewed global literature provides a deep understanding of AI's technical capabilities in developed economies like Finland (Tran, 2022) or Portugal (Marques, 2023). There is a distinct lack of empirical evidence regarding the implementation challenges and cultural resistance. Most studies focused on general corporate environments; few provided a deep dive to the Zimbabwean banking sector like Crown bank. This study fills this gap by providing primary data on the impact of artificial intelligence within a unique institutional context.

2.7 Chapter summary

In this chapter, theories were discussed highlighting different authors from past researchers as well as the empirical literature review. The objective of this research acts as a guide through this study, and the conceptual framework was displayed.

3 CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is “an employment of structured and systematic approaches to research” (Saunder et al, 2016). This chapter outlines the analytical methods used to achieve the research objectives. The chapter is going to cover the research design, population and sample composition, research instruments, sources of data, validity and reliability, data collection procedure, data analysis and ethical concerns.

3.2 Research Design

McMillan and Schumacher (2001) defined research design as “an approach which is used by the researcher in addressing the research objectives. The researcher used the quantitative descriptive research design, which allows the researcher to collect, analyse data and describe the data relating to the research problem. This involves the use of documents analysis and questionnaires to build up a strong analysis. The researcher adopted the quantitative design because it is the best method which can be used to get more knowledge on new study areas, in this case AI is a new technology to be implemented in management accounting practices.

3.3 Target population and sample composition.

3.3.1 Targeted population

Target population is a group of population who share similar characteristics and are identified by the researcher for analysis. Since the research was on how management accounting practices at Crown bank are being impacted by AI adoption, the target population consists of the finance and ICT departments, which are management accountants, financial analysts, internal auditors and ICT administrators. The number

of respondents we expected was 26 but the workable sampling size was determined below.

Target population

participants	population
Management accounting	4
ICT	12
Internal auditors	4
Finance analysts	6

3.4 Sampling size

The researcher used the census approach where the sample size was 26 and it is a numerical measurement. The degree of error the researcher used the formula by Yamani (1967) which is given below.

$$Y = \frac{N}{1 + N(e)^2}$$

Where:

Y = sample size

N = study population

1 = constant

e = degree of error (5%)

Sample determination

Sampling size working	Workable sample size
For the management department with a population sample size of 4	3
For the ICT department with a sample size of	11

12.	
For the internal auditors with a sample size of 4.	3
For the finance analysts with a sample size of 6.	5

It is therefore given that the sample size is 22 in total.

3.5 Research instruments

Creswell (2014) defined as devices used to gather information from participants and establishing an understanding in the research topic. He stated that information can gathered through interviews, questionnaires, observation, surveys and focus team. This study used questionnaires and document analysis as source of data. The questionnaires were used to obtain primary evidence from the participants of Crown bank management system, ICT and internal auditors.

3.6 Questionnaires

A structured questionnaire with a collection of questions was used as a research instrument. The research used closed- ended questions and open-ended questions. Open ended questionnaire enables the respondents to openly share their thoughts in their own words (Creswell, 2014). Closed ended questions are those questions with a set of alternatives where the respondents make a choice from (Creswell, 2014). The questionnaires used a 5- point Likert scale.

3.7 Document analysis

“Documents analysis is a qualitative approach in which documents are analysed by the researcher to provide the insights and significance of the research topic” (Bowen, 2009). Bowen (2009) states that document analysis involves thematic and content analysis. The researcher analysed public records like the journal articles, websites and

publications from the government. These documents were used to identify strategies that were used by other countries in the adoption and implementation of Artificial intelligence.

3.8 Data presentation

Once the data was collected, it had to be organized simply so the results were easy to understand. The researcher used a variety of tools like tables, charts and graphs to show the findings. To make sense of the information and reach conclusions, the researcher relied on tables and calculated percentages. All the visual graphs were created using Microsoft Excel.

3.9 Data analysis

To ensure the research objectives were met, the collected data was analysed to make it meaningful (Saunders,2007). To measure the mathematical impact of AI on management accounting practices, a multivariate linear regression was performed using SPSS20.

3.10 Data validity

Data validity refers to how accurately research findings represent the reality of the situation being studied (Saunders, 2007). it essentially assesses whether the research tools, the target population and the selected sample truly measure what they were intended to measure. According to Saunders (2007), researchers must address two primary forms of validity, the internal and external validity. Internal validity ensures that the research design and measurements accurately reflect the specific case being studied without interference from outside factors.

External validity examines the generalization of the results determining if the findings from this specific study can be applied to other contexts, populations or future research. While internal validity focuses on the study on its own, external validity confirms its

relevance to the wider professional world. To ensure internal validity, the researcher focused on whether the study's design and analysis yielded trustworthy results. According to Saunders (2007), internal validity measures the extent to which systematic errors or research biases are minimized. To achieve this, the researcher utilized pilot testing to refine the research instruments before the full study began.

3.11 Data reliability

Reliability refers to the consistency of research methods. If a process produces stable results over time, it is considered reliable (Saunders,2007). unreliable data is dangerous as it leads to poor decision making, incorrect conclusions and flawed models. To statistically verify reliability, researchers often use Cronbach's alpha of 0.822, which measures the internal inconsistency of a scale. This value ranges from 0 to 1, with 0.7 serving as the standard benchmark for acceptable reliability (Tavako, 2011). in this study, reliability was safeguarded by clearly defining research objectives and questions, carefully selecting data resources and applying thorough data collection methods.

3.12 Ethical considerations.

The primary goal of research is to protect participant privacy and maintain their integrity (Bhandari,2022). This study adhered to several key ethical pillars. The researcher ensured that all gathered information was stored securely.no personal data that could reveal the identity of the participants was included in the final research findings. To protect the identities of the participants, the researcher detached all personal identifiers from the data. All participants, including those interviewed chose to take part freely without any external pressure or influence.

3.13 Chapter summary

The chapter provides a clear illustration of the research methodology used in this study of assessing the impact of AI on management accounting practices in Harare, Zimbabwe, Crown bank being the case study. This chapter focused on the analysis approach, taking into consideration the methods used for obtaining data, the population

and the instrumentation tools used. It also covered the sample size based on sampling. The next chapter is going to give full analysis, descriptions and illustrations on data presentation.

4 CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

While the previous chapter discussed the research design, data collection, presentation and analytical methods used in this study, this chapter will deal with the interpretation and discussion of the collected data from Crown Bank. The findings are going to be presented in accordance with the research objectives used in the first chapter. The data was analysed using the Statistical Package for Social Sciences (SPSS20).

4.2 Quantitative data analysis

This section is going to cover the analysis of data from questionnaires that were distributed to management accounting professionals at Crown Bank.

4.3 Data reliability and validity

4.3.1 Reliability

The Cronbach's Alpha (SPSS20) is used to determine how reliable is the data collected before using the collected data to draw conclusions on the impact of AI on management accounting practices.

Table 4.1 Reliability Statistics

Cronbach's Alpha	N of Items

.822	10

Source SPSS20

The overall Cronbach's Alpha coefficient for the 10 measurement scale items and valid responses of 22 is 0.822. According to the academic methodology studies (Hair et al. (2019); Nunnally (1978), a Cronbach's Alpha value above 0.70 indicates good internal consistency and a score above 0.80 is considered excellent and highly reliable. Therefore, the research instrument is reliable and suitable for evaluating the impact of AI on management accounting practices at Crown Bank.

4.3.2 Validity test

To ensure the research questions are clear and easily understood, the researcher conducted a pre-test on approximately 5% of the target sample. The feedback from this initial group is then used to refine the questionnaire.

4.4 Response rate

A total number of 26 questionnaires were distributed, and 22 were returned, representing response rate of 84.6%. According to Varzaru (2022), a response rate which is higher than 60% is sufficient for statistical reliability in accounting research. The table 4.1 shows the response rate from the questionnaires.

Table 4.2 ***Response rate***

Department	**Target**	**Actual**	**Response rate %**
Management accounting	4	4	100
Financial analysts	6	6	100
ICT	12	10	83.3
Internal auditors	4	2	50
Total	**26**	**22**	**84.6**

Source: Author's computation (2026).

4.5 Demographic data analysis

This section presents the response rate and demographic data. The research collected demographic information form the management accounting department, ICT department, internal auditors and financial analysts.

***Table 4.3** Item Statistics*

	Mean	Std. Deviation	N
AI improves efficiency	4.32	.568	22
AI improves accuracy	4.27	.550	22
AI improves decision making	4.50	.598	22
AI easy to use	3.95	.653	22
AI easy to become skillful at using new intelligent systems	3.86	.710	22
The system interface is clear and understandable	4.23	.528	22
Accuracy of monthly budgeting	2.95	1.463	22
Speed of transaction reconciliation	2.73	1.667	22
Management of credit risk and fraud detection	2.82	1.435	22

Quality of strategic advice given to the management	2.91	1.411	22

Table 4.4 ***Scale Statistics***

Mean	Variance	Std. Deviation	N of Items
36.55	42.926	6.552	10

Table 4.5 ***Statistics***

		Gender of respondents	Number of years worked at Crown Bank	Highest academic qualification	Department of respondents
N	Valid	22	22	22	22
	Missing	0	0	0	0

4.6 Descriptive Analysis

Descriptive testing shows the frequencies, means and percentages which helps to describe the respondents before correlation and regression analysis.

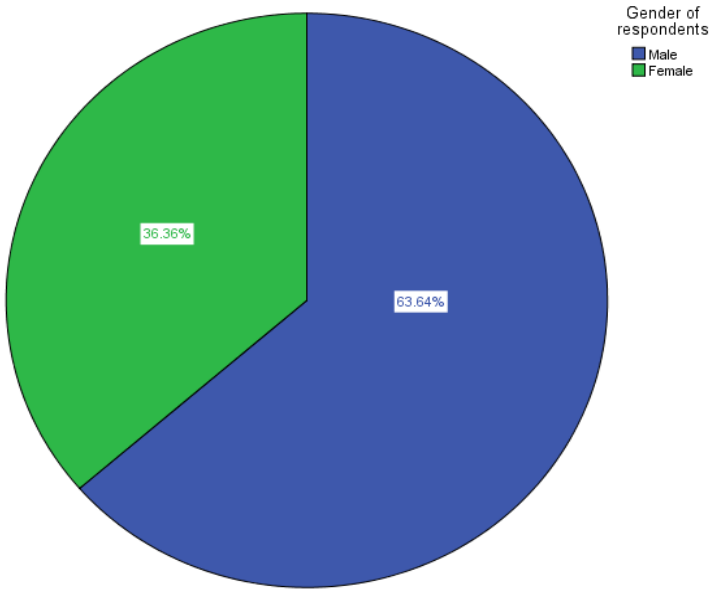
4.6.1 Gender

Table 4.6 ***Gender of respondents***

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	Male	14	63.6	63.6	63.6
	Female	8	36.4	36.4	100.0
	Total	22	100.0	100.0	

The results show indicates that male respondents constituted most participants at 63.6%, while female respondents represented 36.4% of the sample.

Figure 2 gender of respondents



4.6.2 Number of years at Crown Bank

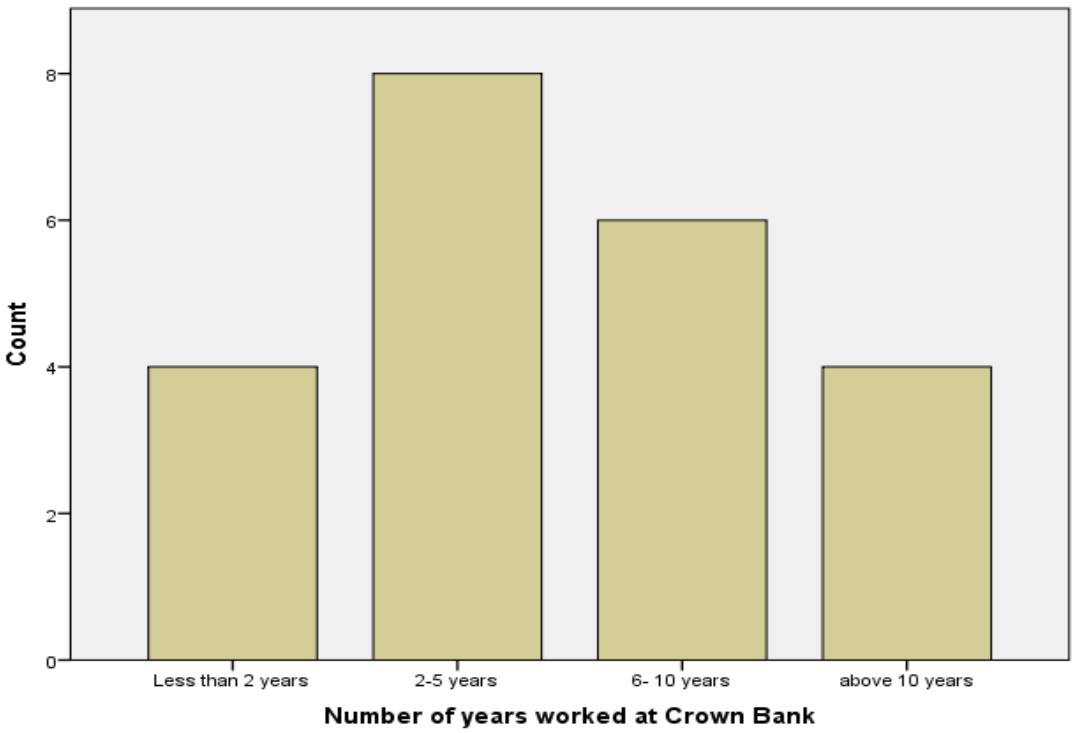
Table 4.7 ***Number of years worked at Crown Bank***

	Frequenc y	Percent	Valid Percent	Cumulative Percent

Valid	Less than 2 years	4	18.2	18.2	18.2
	2-5 years	8	36.4	36.4	54.5
	6- 10 years	6	27.3	27.3	81.8
	above 10 years	4	18.2	18.2	100.0
	Total	22	100.0	100.0	

Participants were asked to tick their years of operation at Crown bank, and the results are shown in figure 4.2. Most respondents had between 2- 5 years of experience. This means that participants had enough exposure to management accounting systems and AI technologies within the bank. The response rate was also determined by the number of years in operation.

Figure 3 ***Number of years worked at Crown Bank***



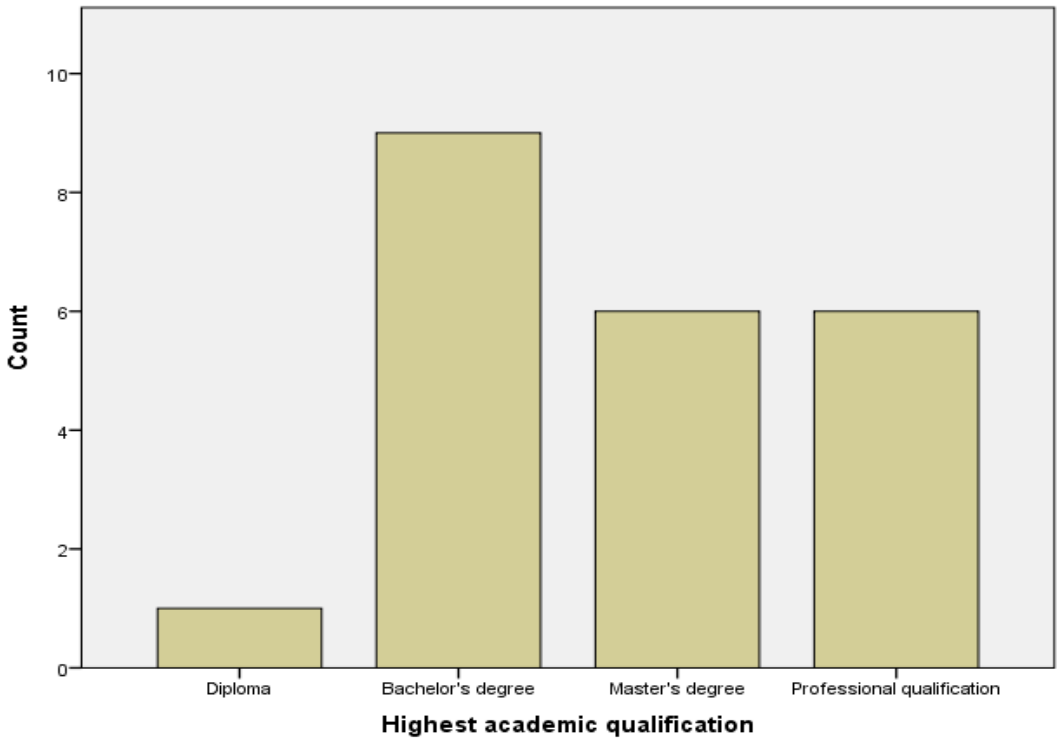
4.6.3 Qualification

Table 4.8 ***Highest academic qualification***

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	1	4.5	4.5	4.5
	Bachelor's degree	9	40.9	40.9	45.5
	Master's degree	6	27.3	27.3	72.7
	Professional qualification	6	27.3	27.3	100.0
	Total	22	100.0	100.0	

Most of the respondents possessed bachelor's degrees, showing that participants were academically qualified to provide reliable responses regarding artificial intelligence integration and accounting practices

Figure 4 Qualification



4.6.4 Departments

Table 4.9 ***Department of respondents***

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Finance	7	31.8	31.8	31.8
	Audit	5	22.7	22.7	54.5
	Management accounting	6	27.3	27.3	81.8
	IT	4	18.2	18.2	100.0
	Total	22	100.0	100.0	

The results shows that the respondents came from different departments. This ensure representation from the key operational areas that are involved in management accounting practices.

4.6.5 Descriptive statistics for PU, PEOU and impact.

Table 4.10 ***Descriptive Statistics***

	N	Minimum	Maximum	Mean	Std. Deviation
Total Perceived usefulness	22	11	15	13.09	1.269
Total Perceived Ease of Use	22	10	15	12.05	1.527
Total impact on management accounting practices	22	5	20	11.41	5.704

Valid N (listwise)	22				

The mean score of the Perceived usefulness was high with a mean of 13.09. This indicates that respondents agreed that AI improves decision making, accuracy and efficiency in management accounting. PEOU has a mean of 12.05 meaning that perceived AI systems are relatively easy to use. 11.41 mean results shows that a moderate perceived impact of AI on management accounting practices.

4.7 Correlations

A Pearson Product-Moment correlation analysis was used to establish the strength and direction of the linear relationship between the dependent and independent variables. The dependent variables in this case were the impact/adoption of AI, and the independent variables were Perceived ease of use and perceived usefulness.

Table 4.11 ***Correlations***

		Total Perceived usefulness	Total Perceived Ease of Use	Total impact on management accounting practices
Total Perceived usefulness	Pearson Correlation	1	.317	-.005
	Sig. (2-tailed)		.150	.981
	N	22	22	22
	Pearson Correlation	.317	1	.304
	Sig. (2-tailed)	.150		.169
	N	22	22	22

Total impact on management accounting practices	Pearson Correlation	-.005	.304	1
	Sig. (2-tailed)	.981	.169	
	N	22	22	22

PU and impact showed almost no relationship (r=0.005), PEOU and impact showed a weak positive relationship (r=0.304). Since p values are greater than 0.05, the relationships are not statistically significant. PEOU showed a weak positive but statistically insignificant relationship with management accounting practices.

4.8 Regression analysis

Table 4.12 ***Descriptive Statistics***

	Mean	Std. Deviation	N
Total impact on management accounting practices	11.41	5.704	22
Total Perceived usefulness	13.09	1.269	22
Total Perceived Ease of Use	12.05	1.527	22

Table 4.13 ***Correlations***

	Total impact on management accounting practices	Total Perceived usefulness	Total Perceived Ease of Use

Pearson Correlation	Total impact on management accounting practices	1.000	-.005	.304
	Total Perceived usefulness	-.005	1.000	.317
	Total Perceived Ease of Use	.304	.317	1.000
Sig. (1-tailed)	Total impact on management accounting practices	.	.491	.085
	Total Perceived usefulness	.491	.	.075
	Total Perceived Ease of Use	.085	.075	.
N	Total impact on management accounting practices	22	22	22
	Total Perceived usefulness	22	22	22
	Total Perceived Ease of Use	22	22	22

Table 4.14 ***Model Summary***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.322[a]	.104	.010	5.677

a. Predictors: (Constant), Total Perceived Ease of Use, Total Perceived usefulness

The model explained that only 10.4% of the variation in management accounting practices. This shows that other factors not included in the study account for approximately 89.6% of the variation.

4.9 ANOVA Results

*Table 4.15 **Anova***

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.003	2	35.502	1.102	.353[b]
	Residual	612.315	19	32.227		
	Total	683.318	21			

a. Dependent Variable: Total impact on management accounting practices

b. Predictors: (Constant), Total Perceived Ease of Use, Total Perceived usefulness

The significance value of 0.353 is greater than 0.05. This indicates that regression model was not statistically significant, therefore PU and PEOU do not significantly predict the impact of AI on management accounting practices.

4.10 Discussion of findings

This section provides a crucial, high level academic discussion of the empirical finding obtained from the analysis of data. The primary objective is to evaluate the operational and strategic implications of AI implementation within management accounting framework at Crown Bank. By comparing and verifying the empirical findings with the foundation constructs of the TAM and global literature, this discussion ties the gap between statistical results and practical corporate reality.

4.11 Reliability and data integrity

The structural reliability and internal consistency of the research instrument were verified through the Cronbach's Alpha. This returned an alpha coefficient of 0.822 across 10 different measurement items. In relation to the psychometric theory (Jum. C. Nunnally), alpha value exceeding 0.70 indicates a strong internal reliability. This implies that the items within the instrument are free from systematic errors. An alpha of 0.822 reveals that the instruments have excellent stability and high data integrity. This statistical stability indicates that the subsequent inferences drawn regarding user perceptions, behavioural intentions and system utility are highly believable and appropriate from guiding corporate strategy and academic policy.

4.12 Evaluation of Core TAM Constructs

4.12.1 Perceived Usefulness (PU) and Strategic decision support

The empirical data shows a positive perception regarding the utility of Artificial intelligence in management accounting. Respondents expressed the highest level of acceptance around the proposition that artificial intelligence improves decision making (mean = 4.50, SD = 0.568). This is supported by a strong agreement that artificial intelligence drives operational efficiency (mean = 4.32, SD = 0.568) and greatly refines accounting accuracy (mean = 4.27, SD 0.550).

From a theoretical perspective, these results validate the core premise of Davis (1989) TAM. It suggested that Perceived Usefulness is the strongest perceived control of a user's behavioural intention to adopt a new system. In the context of Crown bank, where processing vast amounts of financial data is required daily, the high mean of 4.50 shows that the management accountants do not view artificial intelligence as a pure operational upgrade. However, it is seen as a strategic tool.

This closely aligns with the findings of Varzaru (2022), who demonstrated that integrating AI solutions into managerial accounting shortens data processing cycles. It also shifts the accountant's role from routine data entry and predictive analytics.

This transition is vital in a modern banking ecosystem. Traditional management accounting has been criticized for being backward looking, focusing on historical variance analysis. Tenhunen (2025) emphasized that technologies like machine learning algorithms, intelligent dashboards and automated data pipelines transform management accounting into a proactive financial strategy partner.

In relation to the banking structure, this high PU means that AI empowers management accountants to:

- Unlock real time intelligence from extensive transaction data.
- Design agile, data backed strategies to minimize risk swiftly and accurately.
- Streamline financial distribution throughout decentralized, multi-locational operations.

Therefore, the low standard deviation (less than or equal to 0.598) across these metrics shows a strong agreement among practitioners. Artificial intelligence is mostly valued for its stability to reduce overload and raise the strategic status of the management accounting framework.

4.13 Perceived Ease of Use and system interface

The literature results showed a more refined trend here compared to PU metrics. The structural design of the technology was highly rated, and the system interface is clear and understandable (mean = 4.23, SD = 0.528). Conversely, the technical ease of executing responsibilities showed more variation and lower averages, with lower means for "AI is easy to become skilful at using new intelligent systems" (mean = 3.86, SD = 0.710). This variation describes the Interface- Competence Gap in TAM based research.

This pattern confirms the assertions of Rahmawati (2025). They noted that technological readiness directly regulates how easily accounting practitioners find navigating AI spaces. The accounting professionals are trained in regulatory frameworks, but they may have less confidence when dealing with robotic process automation tools and algorithmic variables.

In addition, Atrous (2025) indicated that the successful adoption of artificial intelligence in financial structures relies heavily on human factors. This implies that a system's clear interface is not enough on its own to guarantee flawless adoption. If users feel that becoming skilful with analytical tools needs excessive logical effort, their long-term adoption rate may delay. For a banking institution, this highlights the need for practical training like hands-on training programs to bridge in the gap between true operational knowledge and interface clarity.

4.14 The critical standard of operational budgeting accuracy

The accuracy of monthly budgeting returned a lowest mean score and highest volatility in the entire data set (mean = 2.95, SD = 1.463)

Metric	**Sample mean**	**Standard deviation**	**Academic interpretation**
Decision making.	4.50	0.598	High consensus
Clarity of the system interface.	4.23	0.528	Uniform agreement
Budgeting accuracy.	2.95	1.463	High volatility

SD= 1.463 is the highest standard deviation in the study which indicates a deep divide among respondents. While the sample accepts on the broad strategic value of artificial intelligence, their view varies sharply when assessing its performance in the monthly budgeting.

4.15 Theoretical framework and sector specific contextualization

According to Mdhlalose (2025), the automated generation of variance analysis and forecasts focus more on data reliability, digital literacy of the operating team and context-appropriate software design. If the financial models lack flexibility to adapt to macro-economic factors, the short-term output will be unreliable. In an unstable economic environment, short term budgeting requires quick adjustments based on sudden inflation changes, policy shifts and liquidity fluctuations.

As documented by Varzaru (2022), the findings highlight a limitation in the transition to automated accounting systems. When algorithms encounter unexpected market disruptions, short term budgeting accuracy can decline, which requires human oversight to understand the automated projections. This explains why some professionals in the sample provided low scores to this extent. Artificial intelligence is great at analysing the massive data sets for bigger trends, but it struggles with unpredictable events like sudden cash flow changes regulatory shifts. Therefore, routine tasks should be automated while cash forecasting and short-term budgeting still require human oversight to maintain accuracy.

4.16 Conclusion

The findings indicates that the research instrument was reliable, with a Cronbach's Alpha of 0.822. The descriptive statistics showed positive interpretation regarding the usefulness and ease of use of AI systems. However, correlation and regression analysis revealed that PU and PEOU did not have statistically significant effects on management accounting practices at Crown Bank. Therefore, this suggests that additional factors may influence the adoption and impact of AI within the management function. AI should not be regarded as a replacement for the management accountant but as an advanced collective tool that requires human expertise to guide real world economic complexities.

4.17 Chapter summary

The data which was collected using questionnaires has been presented in this chapter using tables, bar graphs and pie charts. The summary of the research findings, conclusions and recommendations on the impact of artificial intelligence on management accounting practices is to be presented in the next chapter.

5 CHAPTER V

Summary, Conclusions and Recommendations

5.1 Introduction

This chapter gives an overview of the summary of the study findings, conclusions, recommendations based on the study objectives and suggestions for future research. The main aim of the study is to examine the impact of artificial intelligence on management accounting practices at Crown Bank.

5.2 Summary of findings

The study was determined by the need to understand how automated analytical systems influence strategic decision support, operational efficiency and traditional financial controls. Using a certified sample (n = 22), the research applied the TAM to evaluate user perceptions.

The reliability analysis indicated a Cronbach's Alpha value of 0.822, showing good internal consistency among the questionnaire items. This finalized that the research instrument used in this study was reliable.

5.2.1 Perceived usefulness and strategic optimization

The results verifies that AI in management accounting is perceived as a highly useful tool for strategic corporate finance. Respondents indicated a strong agreement that AI

significantly improves the organization's decision making, yielding the highest individual rating in the research (mean = 4.50, SD = 0.598). The data indicates a clear consensus that AI adoption improves that day-to-day efficiency (mean= 4.32, SD= 0.568) and refines accounting accuracy (mean= 4.27, SD=.550). These analytics shows that finance professionals view artificial intelligence as a key asset for reducing data processing workloads and refining the management accountant's role to that of a strategic business partner.

5.2.2 Perceived Ease of Use and the technical skill gap

The study indicated a clear difference between operational complexity and how users perceive a system's interface design. The respondents agreed that new current AI system interfaces are clear, understandable and well structured (mean=4.23, SD=0.528). On the other hand, lower mean scores and greater variation were recorded for "AI easy to use" (mean = 3.95, SD=0.653) and the capability to easily become skilful with advanced systems (mean=3.86, SD= 0.710). This shows that while the software is easy to see and navigate, professionals face a steep mental barrier when trying to learn its more complex code- driven processes.

5.2.3 Budgeting performance

The suggestion that the accuracy of the monthly budgeting yielded the lowest overall score and the highest volatility in the entire data set (mean= 2.95, SD = 1.463). The high statistical variance where SD > 1.4 indicates that while accounting practitioners value AI for decision making, they remain doubtful of its accuracy in monthly budgeting cycles without active human being.

5.2.4 Correlation analysis and regression analysis

Correlation analysis showed that PU had a very weak negative relationship with management accounting practices where r = -0.005, while PEOU had a weak positive relationship where r = 0.304. However, the relationships were both statistically insignificant. The regression analysis further revealed that PU and PEOU only explained 10.4% of interpretation in management accounting practices where $r^2 = 0.104$.

These results shows that while employees perceive artificial intelligence positively, its direct influence was not statistically significant to the management practices within Crown bank.

5.3 Conclusions

The following conclusions were drawn based on the empirical findings and theoretical framework of the study:

5.3.1 Validation of the TAM model

As concluded by the study, perceived usefulness acts as the key factor on the intent to implement AI within a corporate banking finance department. Accounting professionals realized that intelligent automation improves efficiency and decision-making speed. However, perceived ease of use functions as an operational bottleneck. The gap of interface competence confirms that clear dashboards are not enough on their own to secure smooth adoption.

5.3.2 The budgeting performance

The study concludes that micro level short term budgeting and macro level decision support represent different technological challenges. Artificial intelligence tools are mainly effective at identifying macro financial patterns from large data sets but faces operational limits when applied to a short-term monthly budgeting. Because predictive algorithms are built on past data, sudden shifts in policy can make short term forecast inaccurate. As a result, automated tools cannot replace human expertise completely, it rather requires ongoing human oversight to assure financial accuracy.

5.4 Recommendations

To enhance the benefits of AI adoption in management accounting practices in a corporate banking institution, the researcher provided the following recommendations:

5.4.1 Resolving the Competence Gap through targeted training

The banking executives should take actions like, implementing an organized, hands-on training programs that go beyond software overviews. The training should aim on algorithmic logic, data literacy and interpreting automated data analytic. This addresses the perceives ease of use score (mean = 3.86) by reducing rational effort needed to use AI tools.

5.4.2 Implementing a "human-in-the-middle" budgeting framework

Financial managers must avoid relying fully on automated monthly budgeting systems. By addressing the low budgeting accuracy score where mean = 2.95, banking institutions should establish framework where short term AI generated forecasts are reviewed and adjusted by management accountants who are well experienced, so that they can factor real time adjustments and regulatory shifts.

5.4.3 Technological infrastructure investment

The management should focus on investing adequate technological infrastructure and AI systems that support the activities of management accounting. Effective implementation of AI applications can be facilitated by proper infrastructure.

5.5 Suggestions for further research

- Future studies should use broader samples (n>100) across multiple commercial banks to improve generalization and comparison of findings.
- Future researchers should equate the performance of AI tools such as RPA (Robotic Process Automation) against Advanced Neural Networks to determine which tool provides the most reliable results for financial budgeting.
- Researchers should conduct long term studies to track how accounting professionals' perceptions changes over time.

5.6 Chapter Summary

This chapter outlined the study finding, presented conclusions and recommendations based on the results obtained during the research. The study confirmed that although respondents perceived AI positively, perceived usefulness and perceived ease of use did not significantly influence management accounting practices at Crown Bank. Recommendations were put forward to improve artificial intelligence implementation and areas for future studies were identified.

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APPENDICES

RESEARCH QUESTIONNAIRE

Topic: the impact of artificial intelligence on management accounting practices: A case of FBC Crown Bank, Zimbabwe.

Dear participant,

I am a student at Bindura University of Science Education. I am conducting this study for academic purposes only. Your participation is voluntary and your responses will be kept confidential.

SECTION A

Please tick the appropriate box.

1 Gender: Male ☐ Female ☐

2. Number of years at FBC Crown bank:

Less than 2 years ☐ 2-5 years ☐ 5-10 years ☐ Over 10 years ☐

3. Department:

Management accounting ☐ financial reporting ☐ ICT ☐ Internal audit ☐

4. Highest professional qualification:

Diploma ☐ bachelor's degree ☐ Masters /Postgraduate ☐

Professional (ACA/CIMA/CA) ☐

SECTION B: TECHNOLOGY ACCEPTANCE MODEL(TAM)

Please rate the following statements on a scale of 1 to 5:

(1= Strongly agree, 2= Disagree, 3 = Neutral, 4 = Agree, 5= Strongly agree)

Statement	1	2	3	4	5
Perceived Usefulness (PU)					
1.Using AI tool allows you to complete accounting tasks more quickly.					
2. AI enhances the accuracy of my financial forecasts.					
3. AI provides me with deeper analytical insights for decision making.					
Perceived Ease of Use (PEOU)					
4.I find AI-driven accounting software easy to use.					
5.It was easy for me to become skilful at using new intelligent systems.					
6.the system interface is clear and understandable.					

SECTION C: IMPACT ON MANANGEMENT ACCOUNTING PRACTICES

How has the introduction of AI (e.g. RPA or Machine Learning) changed the following at FBC Crown Bank?

Practice area	Improved significantly	Improved	No change	Declined
7. Accuracy of monthly budgeting				
8. Speed of transaction reconciliation				
9. Management of credit risk and fraud detection.				
10. Quality of strategic				

advice given to the management.				

SECTION D: challenges and ethical concerns.

11. What is the biggest barrier to AI adoption at FBC Crown Bank?

High cost of technology []

Lack of skill personnel []

Resistance to change from staff []

Regulatory concerns (RBZ) []

12. Do you feel that AI integration poses a threat to job security in the accounting department.

Yes [] No [] Uncertain []

13. Briefly describe one way AI has made your daily accounting tasks easier:

…..……

…….

Approval form for data collection



Research Approval Letter.pdf

CONFIDENTIAL FBCH_CONFIDENTIAL

Crown Bank
(Registered Commercial Bank)
You Matter Most

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24 April 2026

To: Destiny Changereza

REF: APPROVAL TO CONDUCT RESEARCH

Dear Miss Destiny Changereza

We acknowledge receipt of your request dated 24 April 2026 seeking permission to conduct research titled **" The impact of artificial intelligence on management accounting practices. A case study of Crown Bank. "** within our organization, Crown bank.

After reviewing your proposal, we are pleased to grant you approval to carry out your research activities from **27 April 2026** to **1 May 2026**, in accordance with the terms outlined in your submission.

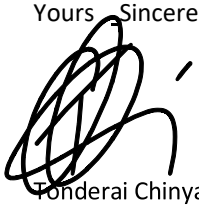
Please note the following conditions:

1. All research activities must comply with our organizational policies and ethical standards.

2. Confidential or sensitive information must be handled with strict confidentiality and used solely for the stated research purpose.

We trust that your study will contribute valuable insights and knowledge in your field. We wish you success in your research endeavour.

Yours Sincerely,



Tonderai Chinyati

Head Retail Banking & Wealth Management Operations

Directors: **H**.S.Mashanyare (Chairman), M.Mubayiwa*, A. Kanhukamwe* T. Kufazvinei, W. Rusere, E.Mkondo, M.F. Masiye-Moyo. W. Makamure. C Malunga
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