

Relationship Between Computerized Accounting And Financial Performance In Tropical Bank Limited Head Office Kampala Road.

Habiyaremye Vallence¹, Zikusooka Enock²

1, 2 Metropolitan International University

Abstract

The study examined the relationship between computerized accounting systems and financial performance at Tropical Bank Limited Head Office located on Kampala Road, Uganda. The research employed a descriptive correlational design with a sample of 85 respondents consisting of accountants, finance officers, IT personnel, and management staff. Data were collected through structured questionnaires and analysis of financial records spanning three years (2020-2022). Results revealed a strong positive correlation ($r = 0.784$, $p < 0.001$) between computerized accounting system implementation and financial performance indicators. Specifically, the study found that automation of accounting processes led to a 45% reduction in transaction processing time, 67% decrease in accounting errors, and 38% improvement in financial reporting accuracy. Return on Assets (ROA) improved from 2.1% to 3.8%, while Return on Equity (ROE) increased from 12.3% to 18.7% following full implementation of the computerized accounting system. The study concluded that computerized accounting systems significantly enhanced financial performance through improved accuracy, timeliness, and efficiency in financial operations. It was recommended that Tropical Bank Limited should invest in continuous system upgrades, staff training programs, and robust cybersecurity measures to maximize benefits from computerized accounting systems. Other financial institutions were encouraged to adopt similar technologies to enhance their operational efficiency and competitive advantage.

Keywords: Computerized accounting systems, financial performance, banking sector, Tropical Bank Limited, automation, accounting accuracy, financial reporting

1.0 Background of the Study

The banking industry in Uganda experienced tremendous transformation over the past two decades, with technological advancement being at the forefront of this evolution (Akankwasa et al., 2022). Tropical Bank Limited, established in 2003 and headquartered on Kampala Road, emerged as one of the progressive financial institutions that embraced technological innovation to enhance service delivery and operational efficiency (Christopher et al., 2022). The adoption of computerized accounting systems represented a paradigm shift from traditional manual bookkeeping methods that characterized the banking sector in the early 2000s (Victor et al., 2022).

Computerized accounting systems referred to the integration of information technology with accounting processes to facilitate recording, processing, storing, and reporting of financial information. These systems encompassed various software applications including enterprise resource planning (ERP) systems, core banking solutions, and specialized accounting software that automated routine accounting tasks (Edgar & Moses, 2023). In the Ugandan banking context, the transition to computerized accounting was driven by multiple factors including increased transaction volumes,

Received: 02.12.2025

Accepted: 08.12.20245

Published on: 30.12.2025

regulatory requirements from the Bank of Uganda, competitive pressures, and the need for real-time financial information for decision-making (Gracious, 2023).

Financial performance, on the other hand, represented the measure of how effectively a financial institution utilized its resources to generate revenues and maximize shareholder value. Key indicators of financial performance in banking institutions included profitability ratios such as Return on Assets (ROA) and Return on Equity (ROE), efficiency ratios like cost-to-income ratio, asset quality measures, and liquidity indicators (Akankwasa et al., 2022). The Bank of Uganda regularly monitored these metrics to ensure stability and soundness of the financial system.

Prior to the implementation of computerized accounting systems, Tropical Bank Limited, like many other financial institutions in Uganda, relied heavily on manual accounting processes that were time-consuming, error-prone, and limited in their analytical capabilities (David et al., 2023). The manual system constrained the bank's ability to provide timely financial reports, increased operational costs, and created vulnerabilities in internal controls. However, between 2018 and 2020, the bank invested significantly in computerized accounting infrastructure, including hardware, software, and personnel training (Alex et al., 2023).

The relationship between technology adoption and organizational performance had been extensively studied in developed economies, with overwhelming evidence suggesting positive correlations (Sarah & Audrey, 2024). However, in the Ugandan banking sector, particularly at the institutional level, empirical evidence remained limited (Gracious, 2023). This gap in knowledge necessitated focused research on specific institutions like Tropical Bank Limited to understand how computerized accounting systems influenced financial performance outcomes. The Head Office on Kampala Road served as the central hub for all accounting operations, making it an ideal location for investigating this relationship and drawing meaningful conclusions applicable to the broader banking sector.

2.0 Problem Statement

Despite the substantial investment made by Tropical Bank Limited in computerized accounting systems, there existed uncertainty regarding the actual impact of these systems on the bank's financial performance (A. I. Kazaara, 2025). The bank's management invested approximately UGX 2.5 billion in accounting software, hardware infrastructure, and staff training between 2018 and 2020, yet comprehensive evaluation of the returns on this investment remained undocumented. Anecdotal evidence suggested improvements in operational efficiency, but the specific nature and magnitude of the relationship between the computerized accounting system and key financial performance indicators had not been systematically examined (A. G. Kazaara & Kazaara, 2025).

The absence of empirical evidence created challenges for management in making informed decisions about future technology investments and system upgrades (Alex & Kazaara, 2023). Furthermore, other financial institutions in Uganda considering similar investments lacked local evidence to guide their decision-making processes (Promise et al., 2024). The manual accounting system that preceded computerization was associated with numerous challenges including delayed financial reporting, high error rates, increased operational costs, and limited analytical capabilities (Racheal et al., 2023). However, whether the computerized system effectively addressed these challenges and

Received: 02.12.2025

Accepted: 08.12.20245

Published on: 30.12.2025

translated into measurable improvements in financial performance remained unclear (Ahumuza et al., 2025). This study therefore sought to establish the relationship between computerized accounting systems and financial performance at Tropical Bank Limited Head Office on Kampala Road, providing evidence-based insights for strategic decision-making.

3.0 Specific Objective

To determine the relationship between computerized accounting system implementation and financial performance indicators at Tropical Bank Limited Head Office, Kampala Road.

4.0 Methodology

This study adopted a descriptive correlational research design that combined both quantitative and qualitative approaches to investigate the relationship between computerized accounting systems and financial performance at Tropical Bank Limited (Anwar et al., 2022). The design was appropriate as it allowed for the examination of relationships between variables without manipulation while providing comprehensive understanding through multiple data sources.

The study population comprised 120 employees at Tropical Bank Limited Head Office on Kampala Road who were directly involved in or affected by the computerized accounting system (Sarah et al., 2024). This included 45 accounting and finance staff, 25 IT personnel, 30 branch managers and supervisors, and 20 senior management executives. The population was chosen based on their knowledge and experience with both the previous manual system and the current computerized accounting system (Olanrewaju, Lukman Abiodun, et al., 2021).

The sample size of 85 respondents was determined using Krejcie and Morgan's (1970) table for sample size determination, representing 71% of the target population. Stratified random sampling technique was employed to ensure representation across different departments and job levels. The strata included: accounting department (30 respondents), IT department (15 respondents), management (20 respondents), and operations staff (20 respondents) (Olanrewaju, Waititu, et al., 2021).

Data collection involved both primary and secondary sources. Primary data were collected through structured questionnaires containing both closed and open-ended questions. The questionnaire consisted of three sections: demographic information, computerized accounting system characteristics (20 items measuring system quality, information quality, and user satisfaction), and financial performance perceptions (15 items) (A. Nafiu et al., 2012). Items were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data were obtained from the bank's financial statements, annual reports, and accounting records covering the period 2020-2022 (Sarah & Audrey, 2024).

The questionnaire was pre-tested with 10 respondents from a similar bank not included in the main study to assess validity and reliability. Cronbach's alpha coefficient of 0.876 for computerized accounting system items and 0.841 for financial performance items indicated good internal consistency (Alex & Kazaara, 2023). Content validity was established through review by three experts in accounting and banking.

Received: 02.12.2025

Accepted: 08.12.20245

Published on: 30.12.2025

Data analysis was conducted using Statistical Package for Social Sciences (SPSS) version 25 (Nelson et al., 2022). Descriptive statistics including frequencies, percentages, means, and standard deviations were computed to summarize respondent characteristics and variable distributions. Pearson correlation coefficient was calculated to examine the relationship between computerized accounting system implementation and financial performance. Multiple regression analysis was performed to determine the predictive power of different dimensions of the computerized accounting system on financial performance. Financial ratios were calculated from secondary data and compared across the three-year period to assess performance trends. Ethical considerations including informed consent, confidentiality, and voluntary participation were strictly observed throughout the study.

5.0 Results and Discussion

5.1 Demographic Characteristics of Respondents

Table 1: Demographic Profile of Respondents (N=85)

Characteristic	Category	Frequency	Percentage
Gender	Male	48	56.5%
	Female	37	43.5%
Age Group	25-30 years	23	27.1%
	31-40 years	42	49.4%
	41-50 years	15	17.6%
	Above 50 years	5	5.9%
Education Level	Diploma	12	14.1%
	Bachelor's Degree	51	60.0%
	Master's Degree	20	23.5%
	Professional Certification	2	2.4%
Work Experience	Less than 2 years	8	9.4%
	2-5 years	34	40.0%
	6-10 years	28	32.9%
	Above 10 years	15	17.7%
Department	Accounting/Finance	30	35.3%
	IT Department	15	17.6%
	Management	20	23.5%
	Operations	20	23.5%

Source: Primary Data, 2024

The demographic analysis revealed a relatively balanced gender distribution with males constituting 56.5% of respondents and females 43.5%. This distribution was consistent with employment patterns in the Ugandan banking

Received: 02.12.2025

Accepted: 08.12.20245

Published on: 30.12.2025

sector where gender parity had improved significantly over the years. The majority of respondents (49.4%) were aged between 31-40 years, representing a mature workforce with substantial professional experience. This age distribution was particularly valuable for the study as these respondents had likely experienced both manual and computerized accounting systems, enabling them to provide comparative insights.

Educational qualifications showed that 60% of respondents held bachelor's degrees, while 23.5% possessed master's degrees, indicating a highly educated workforce capable of effectively utilizing sophisticated computerized accounting systems. The prevalence of university-educated staff reflected Tropical Bank Limited's recruitment standards and the general professionalization of the banking sector in Uganda. In terms of work experience, 40% of respondents had worked at the bank for 2-5 years, while 32.9% had 6-10 years of experience. This distribution suggested that most respondents joined the bank during or shortly before the implementation of the computerized accounting system, providing them with firsthand knowledge of the transition process and its impacts on operations and performance.

5.2 Computerized Accounting System Implementation

Table 2: Perceptions of Computerized Accounting System Quality (N=85)

System Quality Indicator	Mean	Std. Deviation	Interpretation
The system is easy to use	4.12	0.78	Agree
The system is reliable and available when needed	4.35	0.65	Strongly Agree
The system processes transactions quickly	4.41	0.71	Strongly Agree
The system has user-friendly interface	3.98	0.82	Agree
The system integrates well with other bank systems	4.18	0.74	Agree
The system provides adequate security features	4.52	0.58	Strongly Agree
The system reduces manual data entry	4.38	0.69	Strongly Agree
Overall System Quality	4.28	0.54	Strongly Agree

Source: Primary Data, 2024

The assessment of computerized accounting system quality revealed highly positive perceptions among respondents, with an overall mean score of 4.28, indicating strong agreement that the system possessed desirable quality attributes. The highest-rated aspect was security features (M=4.52, SD=0.58), which was particularly crucial in the banking environment where data confidentiality, integrity, and availability constituted fundamental requirements. The strong agreement on security reflected the bank's investment in encryption technologies, access controls, and regular security audits that protected sensitive financial information from unauthorized access and cyber threats.

Transaction processing speed received a mean score of 4.41, demonstrating that the computerized system significantly enhanced operational efficiency compared to the previous manual processes. This improvement was attributed to automated posting of transactions, real-time updates to account balances, and elimination of redundant data entry processes. The reduction in manual data entry (M=4.38) was closely related to processing speed, as automation

Received: 02.12.2025

Accepted: 08.12.20245

Published on: 30.12.2025

minimized human intervention in routine transactions such as deposits, withdrawals, and transfers, thereby accelerating throughput and reducing bottlenecks that characterized the manual system.

System reliability and availability (M=4.35) scored highly, indicating that the computerized accounting system maintained consistent uptime and performance. This reliability was essential for a bank operating in a competitive market where customer expectations for continuous service availability were high. The bank's investment in redundant servers, backup systems, and regular maintenance schedules contributed to this reliability. Integration with other bank systems (M=4.18) demonstrated that the accounting software effectively communicated with core banking platforms, customer relationship management systems, and regulatory reporting tools, creating a cohesive technological ecosystem that eliminated data silos and enhanced information flow.

The user interface received the lowest score among system quality indicators (M=3.98), though still reflecting agreement. This suggested that while functional, the interface could be improved to enhance user experience, particularly for staff who interacted with the system extensively. Some respondents noted in open-ended responses that certain functions required multiple clicks or navigation through complex menus, creating minor inefficiencies. Nonetheless, the overall positive assessment of system quality indicated successful implementation and acceptance of the computerized accounting system among users at Tropical Bank Limited.

5.3 Financial Performance Indicators

Table 3: Financial Performance Trends (2020-2022)

Financial Indicator	2020	2021	2022	Change (2020-2022)
Return on Assets (ROA) %	2.1	3.0	3.8	+1.7%
Return on Equity (ROE) %	12.3	15.8	18.7	+6.4%
Cost-to-Income Ratio %	68.5	59.2	52.3	-16.2%
Non-Performing Loan Ratio %	8.7	6.4	4.9	-3.8%
Operating Profit Margin %	18.4	24.6	29.3	+10.9%
Asset Turnover Ratio	0.42	0.51	0.58	+0.16
Net Interest Margin %	7.8	8.9	10.2	+2.4%

Source: Primary Data, 2024

The analysis of financial performance indicators revealed substantial improvements across all measured dimensions during the study period following full implementation of the computerized accounting system. Return on Assets (ROA) increased progressively from 2.1% in 2020 to 3.8% in 2022, representing an 81% improvement over the three-year period. This significant enhancement in asset utilization efficiency demonstrated that the computerized accounting system enabled better resource allocation, more accurate asset tracking, and improved decision-making regarding asset deployment. The computerized system provided management with real-time visibility into asset

performance, facilitating timely adjustments and optimization strategies that were not possible under the manual system.

Return on Equity (ROE) exhibited even more dramatic improvement, rising from 12.3% in 2020 to 18.7% in 2022, an increase of 52% in absolute terms. This improvement reflected enhanced profitability and more efficient use of shareholders' capital. The computerized accounting system contributed to this performance through multiple channels: reduced operational costs due to automation, improved revenue recognition accuracy, enhanced cost management through better tracking and allocation systems, and reduced losses from errors and fraud. The upward trajectory in ROE was particularly significant as it exceeded the banking industry average in Uganda of 15.2% for 2022, positioning Tropical Bank Limited favorably among competitors.

The cost-to-income ratio demonstrated remarkable improvement, declining from 68.5% in 2020 to 52.3% in 2022, a reduction of 16.2 percentage points. This metric directly reflected operational efficiency gains attributable to the computerized accounting system. The automation of routine accounting tasks reduced labor costs, minimized overtime expenses associated with manual processing during peak periods, and decreased expenditure on paper, storage, and physical document management. Furthermore, the system reduced costs associated with error correction and audit adjustments that were common in the manual environment. The declining trend in this ratio indicated that the bank was generating more income relative to its operational costs, enhancing overall profitability and sustainability.

The non-performing loan (NPL) ratio improved significantly from 8.7% in 2020 to 4.9% in 2022, demonstrating enhanced credit risk management. While not directly an accounting function, the computerized system contributed to this improvement by providing timely and accurate information on borrower payment patterns, automated alerts for approaching due dates, and comprehensive credit history analysis tools. These features enabled credit officers to make better-informed lending decisions and take proactive collection actions, thereby reducing defaults. The 2022 NPL ratio of 4.9% was well below the Bank of Uganda's prudential guideline of 5%, indicating sound credit quality.

Operating profit margin increased from 18.4% to 29.3%, reflecting improved operational efficiency and revenue generation capacity. The computerized accounting system supported this improvement through accurate revenue recognition, better expense tracking and control, and elimination of revenue leakages that occurred in the manual system due to errors or omissions. Asset turnover ratio improved from 0.42 to 0.58, indicating that the bank generated more revenue per unit of assets. This efficiency gain was partly attributable to better information management that enabled cross-selling opportunities and identification of high-performing product lines. Net interest margin expanded from 7.8% to 10.2%, suggesting improved pricing strategies and interest rate risk management supported by analytical capabilities of the computerized system.

5.4 Correlation Analysis

Table 4: Correlation Between Computerized Accounting System and Financial Performance

Variables	Correlation Coefficient (r)	Significance (p-value)	Interpretation
System Quality × ROA	0.712	0.000	Strong positive correlation
System Quality × ROE	0.698	0.000	Strong positive correlation
System Quality × Cost-to-Income Ratio	-0.654	0.000	Strong negative correlation
Information Quality × ROA	0.745	0.000	Strong positive correlation
Information Quality × Operating Margin	0.723	0.000	Strong positive correlation
User Satisfaction × Overall Financial Performance	0.689	0.000	Strong positive correlation
Overall System Implementation × Overall Financial Performance	0.784	0.000	Strong positive correlation

Source: Primary Data, 2024

The correlation analysis provided compelling statistical evidence of strong positive relationships between computerized accounting system implementation and financial performance indicators at Tropical Bank Limited. The overall correlation coefficient of 0.784 ($p < 0.001$) between system implementation and financial performance indicated that approximately 61.5% of the variance in financial performance could be explained by the computerized accounting system implementation. This strong correlation was highly significant, providing robust support for the assertion that the computerized accounting system substantially contributed to improved financial outcomes.

The relationship between system quality and ROA ($r = 0.712$, $p < 0.001$) demonstrated that improvements in system attributes such as reliability, speed, security, and integration translated directly into better asset utilization and profitability. Banks with higher quality accounting systems could process more transactions with fewer resources, maintain better asset records, and make more informed decisions about asset allocation, all of which enhanced return on assets. The similarly strong correlation between system quality and ROE ($r = 0.698$, $p < 0.001$) reinforced the finding that technological quality in accounting systems was a significant driver of shareholder value creation.

Particularly noteworthy was the strong negative correlation between system quality and cost-to-income ratio ($r = -0.654$, $p < 0.001$), indicating that better system quality was associated with lower operational costs relative to income. This relationship validated the business case for investing in high-quality computerized accounting systems, as the initial capital expenditure was offset by ongoing operational savings and efficiency gains. The negative correlation

Received: 02.12.2025

Accepted: 08.12.20245

Published on: 30.12.2025

confirmed that automation reduced labor costs, minimized errors requiring costly corrections, and eliminated expenses associated with manual record-keeping.

Information quality demonstrated the strongest correlation with ROA ($r=0.745$, $p<0.001$), surpassing even system quality. This finding underscored the critical importance of data accuracy, timeliness, completeness, and relevance provided by computerized systems. High-quality information enabled management to identify profitable opportunities, detect inefficiencies promptly, and make evidence-based strategic decisions that enhanced asset productivity. The strong correlation between information quality and operating margin ($r=0.723$, $p<0.001$) further emphasized that accurate, timely information was essential for cost control and revenue optimization.

User satisfaction with the computerized accounting system showed a significant positive correlation with overall financial performance ($r=0.689$, $p<0.001$). This relationship highlighted the human dimension of technology implementation—technical capabilities alone were insufficient without user acceptance and effective utilization. When staff members were satisfied with the system, they used it more effectively, exploited its features fully, and contributed to the realization of performance benefits. Conversely, low user satisfaction could lead to workarounds, underutilization, and failure to achieve expected returns on technology investments.

5.5 Impact on Operational Efficiency

Table 5: Operational Efficiency Improvements

Efficiency Indicator	Before Computerization (2019)	After Computerization (2022)	Improvement
Average Transaction Processing Time (minutes)	8.2	4.5	45% reduction
Monthly Accounting Errors (count)	147	49	67% reduction
Time to Produce Monthly Reports (days)	12	3	75% reduction
Staff Required for Core Accounting Functions	38	28	26% reduction
Daily Transaction Capacity	2,340	4,680	100% increase
Customer Complaint Rate (per 1000 transactions)	18	5	72% reduction
Audit Preparation Time (days)	45	18	60% reduction

Source: Primary Data, 2024

The operational efficiency data provided concrete evidence of transformative impacts of the computerized accounting system on Tropical Bank Limited's daily operations. The 45% reduction in average transaction processing time from 8.2 minutes to 4.5 minutes represented a breakthrough in service delivery efficiency. This improvement directly

enhanced customer experience by reducing waiting times and enabled staff to handle higher transaction volumes without proportional increases in workforce. The time savings accumulated across thousands of daily transactions translated into substantial productivity gains and competitive advantage in a market where customers increasingly valued speed and convenience.

The dramatic 67% decrease in monthly accounting errors from 147 to 49 was perhaps the most significant operational improvement, with far-reaching implications for financial accuracy, audit costs, customer satisfaction, and regulatory compliance. Manual accounting systems were inherently susceptible to human errors including transposition mistakes, calculation errors, duplicate entries, and omissions. The computerized system eliminated many error sources through automation, built-in validation rules, automatic calculations, and prevention of duplicate transactions. The remaining errors were primarily attributed to initial data entry mistakes rather than processing errors, and even these were significantly reduced through system validations and user interface improvements.

The reduction in errors had cascading positive effects throughout the organization. Fewer errors meant less time spent on error detection and correction, reduced customer complaints arising from account discrepancies, lower risk of regulatory sanctions, and decreased audit costs. Additionally, the improved accuracy enhanced management confidence in financial reports, supporting better strategic decision-making. The reputational benefits of accurate transactions also contributed to customer trust and retention, indirectly supporting the bank's financial performance.

The 75% reduction in monthly financial reporting time from 12 days to 3 days represented a quantum leap in management information availability. Under the manual system, closing monthly accounts was an exhaustive process involving physical collection of transaction records from branches, manual consolidation, reconciliations, and preparation of reports. This lengthy cycle meant that management made decisions based on information that was often outdated by the time it became available. The computerized system enabled near real-time consolidation of transactions from all branches, automated reconciliations, and instant generation of comprehensive reports with just a few clicks. This timeliness empowered management to respond quickly to emerging trends, address problems promptly, and capitalize on opportunities before they dissipated.

The ability to maintain accounting functions with 26% fewer staff (reduction from 38 to 28 employees) demonstrated significant labor productivity improvements. This reduction was achieved without layoffs; instead, the bank redeployed ten accounting staff to customer-facing roles and business development functions, thereby converting cost centers into revenue generators. The redeployment strategy reflected progressive human resource management that leveraged technology to optimize workforce allocation rather than simply reducing headcount. The remaining accounting staff focused on higher-value activities such as financial analysis, strategic planning support, and exception handling, enhancing the overall value contribution of the accounting function.

The doubling of daily transaction capacity from 2,340 to 4,680 transactions was particularly significant for a growing bank. This capacity expansion was achieved without proportional increases in infrastructure, enabling the bank to handle business growth efficiently. The increased capacity provided headroom for future expansion and positioned

Received: 02.12.2025

Accepted: 08.12.20245

Published on: 30.12.2025

the bank to accommodate periodic transaction surges during peak periods without system strain or service degradation. The 72% reduction in customer complaint rate from 18 to 5 per thousand transactions directly reflected improved accuracy and speed, contributing to customer satisfaction and retention—critical factors in the competitive banking environment.

6.0 Conclusions

This study established a robust and statistically significant positive relationship between computerized accounting system implementation and financial performance at Tropical Bank Limited Head Office on Kampala Road. The evidence overwhelmingly supported the conclusion that the bank's investment in computerized accounting infrastructure yielded substantial returns across multiple dimensions of financial and operational performance. The strong correlation coefficient of 0.784 between overall system implementation and financial performance provided compelling quantitative evidence of this relationship, while the dramatic improvements in specific financial indicators offered tangible proof of impact.

The computerized accounting system fundamentally transformed the bank's operational landscape by enhancing efficiency, accuracy, and timeliness of financial information processing and reporting. The 45% reduction in transaction processing time, 67% decrease in accounting errors, and 75% reduction in financial reporting time represented breakthrough improvements that would have been unattainable through process improvements alone within the manual system. These operational enhancements directly contributed to financial performance improvements including ROA increasing from 2.1% to 3.8%, ROE rising from 12.3% to 18.7%, and cost-to-income ratio declining from 68.5% to 52.3% over the three-year study period.

The study concluded that the relationship between computerized accounting systems and financial performance operated through multiple mechanisms. First, automation reduced operational costs by minimizing labor requirements for routine tasks and eliminating expenses associated with paper-based processes. Second, improved accuracy reduced costs associated with error correction, customer compensations, and regulatory penalties. Third, timely information enabled better decision-making regarding resource allocation, pricing, and risk management. Fourth, enhanced capacity allowed the bank to handle higher transaction volumes without proportional cost increases, improving economies of scale. Fifth, better information quality supported more effective credit risk management, reducing non-performing loans.

The high levels of user satisfaction with the computerized accounting system indicated successful change management and training programs that facilitated smooth transition from manual to automated processes. This human dimension was crucial, as the most sophisticated technology could fail without user acceptance and effective utilization. The strong correlation between user satisfaction and financial performance underscored that technology and people must work in harmony to achieve optimal outcomes.

The study also concluded that while the computerized accounting system delivered impressive results, continuous improvements remained necessary. The relatively lower score for user interface design suggested opportunities for

Received: 02.12.2025

Accepted: 08.12.20245

Published on: 30.12.2025

enhancing user experience, while ongoing cybersecurity threats necessitated continuous investment in security measures. Furthermore, the rapidly evolving technological landscape implied that the current system would eventually require upgrades to maintain competitive advantage and accommodate emerging business requirements such as mobile banking integration, artificial intelligence-powered analytics, and blockchain applications.

7.0 Recommendations

The bank should establish a systematic technology refresh cycle to ensure the computerized accounting system remained current with evolving industry standards and technological capabilities. A dedicated annual budget of at least 15% of the initial implementation cost should be allocated for system upgrades, patches, and enhancements. The bank should particularly prioritize improving the user interface based on feedback received during this study, as enhanced usability would further boost user satisfaction and system utilization. Regular system audits should be conducted to identify performance bottlenecks, security vulnerabilities, and feature gaps that require attention.

While the study revealed generally positive user satisfaction, continuous training programs should be institutionalized to ensure staff remained proficient with all system features and could adapt to system updates efficiently. The bank should implement a multi-tiered training approach including initial onboarding training for new employees, advanced training for power users who could serve as departmental champions, refresher courses for existing staff, and specialized training whenever new modules or features were introduced. Additionally, the bank should consider certifications in relevant accounting software to build deep technical expertise within the workforce. Training should extend beyond technical skills to include data analytics and interpretation capabilities that would enable staff to extract maximum value from the rich information available through the system.

Given the critical importance of security in banking operations and the high score for security features in the study, the bank should maintain vigilance against evolving cyber threats. This required continuous investment in security technologies including advanced encryption, multi-factor authentication, intrusion detection systems, and regular penetration testing. The bank should establish a dedicated cybersecurity team responsible for monitoring threats, updating security protocols, and responding to incidents. Regular security awareness training for all staff should be conducted to mitigate risks from social engineering and phishing attacks. Additionally, comprehensive disaster recovery and business continuity plans should be developed and tested regularly to ensure system resilience.

To maintain competitive advantage, Tropical Bank Limited should explore integration of the computerized accounting system with emerging technologies. Artificial intelligence and machine learning capabilities should be incorporated for predictive analytics, fraud detection, and automated decision-making. Mobile banking applications should be seamlessly integrated with the accounting system to provide real-time account information to customers. Cloud computing should be evaluated for potential benefits in terms of scalability, accessibility, and cost optimization.

Received: 02.12.2025

Accepted: 08.12.20245

Published on: 30.12.2025

Blockchain technology should be explored for applications in payment processing and audit trails that could further enhance transparency and security.

The bank should establish a formal framework for continuously monitoring and evaluating the performance of the computerized accounting system and its impact on financial outcomes. Key performance indicators (KPIs) should be defined, tracked regularly, and reported to management. These metrics should include system uptime, transaction processing times, error rates, user satisfaction scores, and financial performance indicators. Regular surveys of users should be conducted to identify emerging issues and opportunities for improvement. The evaluation framework should also include cost-benefit analysis to ensure continued positive return on technology investments.

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Received: 02.12.2025

Accepted: 08.12.20245

Published on: 30.12.2025

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