Indonesia Auditing Research Journal, 12 (3) (2023), pp. 116-133

Published by: Institute of Accounting Research and Novation (IARN)

Indonesia Auditing Research Journal

Journal homepage: https://journals.iarn.or.id/index.php/ARJ/index

Adoption of Audit Management System within Audit farms in Bangladesh

Mahbuba Husnat Medha[1], Mehzabul Hoque Nahid[2], and Mahreen Sultana[3]

[1]Gratuate Student, Faculty of Business Administration, American International University-Bangladesh

[2]Assistant Professor, Faculty of Business Administration, American International University-Bangladesh

[3]Post Graduate Student, Faculty of Business Administration, University of Adelaide, Australia

Article Info

Article history:

Received Sep 9, 2023
Revised Sep 20, 2023
Accepted Sep 30, 2023

Keywords:

Audit Management System;
Technology Adoption in Audit;
TOE Framework;
Thematic analysis.

ABSTRACT

This study aims to understand the challenges of adopting an audit management system in Bangladesh from the perspectives of audit firms. These challenges are also mapped to different contexts within the technological-organizational-environmental (TOE) framework. The authors conducted 10 semi-structured interviews with managers in different audit firms in Bangladesh. The authors used a qualitative exploratory approach by applying coding and thematic analysis to arrive at findings and conclusions. The study's most important finding was the identification of environmental variables as a major driver of adoption. This research has uncovered previously unrecognized elements, such as the need for a professional and regulatory environment conducive to auditing and the value of having access to an Audit Management System in many languages. This research adds to the existing body of knowledge by, among other things, highlighting novel moderating elements of the Theory of Excellence (TOE) Framework. This approach goes beyond the typical auditing focus on the person to include the company and has seen little use in the academic literature. In addition, various audit businesses are analyzed from the vantage point of a developing nation. However, much of the research done so far is Western-centric and focuses on big auditing companies. Whereas earlier research focused on surveys, the semi-structured interviews used in this study allow for a more thorough investigation.

Corresponding Author:

Mehzabul Hoque Nahid,
Assistant Professor, Dept of Management Information Systems,
American International University-Bangladesh,
408/1 Kuratoli, Dhaka, Bangladesh
Email: mehzab.nahid@aiub.edu

1. INTRODUCTION

In developed nations, there has been a rapid increase in the use of audit management systems. It's instructive to study the experiences of developing nations in terms of implementing audit management systems. This is crucial in developing countries where the credibility and openness of accounting records have been frequently called into question, given the need of thorough audits in ensuring the accuracy of financial reporting. In light of these considerations, this research tries to provide a comprehensive examination of one such country, Bangladesh, with the highest population density and the fastest-growing economy and financial markets in the world. The major purpose of this research is to analyses the software audit management system and how it is used by auditors. In order to achieve this objective, the research question is- What are the factors that influence the adoption of Audit

management system software among firms in Bangladesh? And What are the benefits and challenges of implementing Audit management system software in firms in Bangladesh, and how do these vary depending on the level of technological sophistication and the extent of organizational change required for successful adoption? But to be clear, the Institute of Chartered Accountants in Bangladesh (ICAB) does not mandate the use of audit software, although it does promote it. Therefore, audit companies in Bangladesh are not being encouraged to improve their use of technology by government mandates. This research makes important contributions to the existing body of literature. To begin, the primary goal of the bulk of existing research on audit management system implementation has been to better comprehend the factors driving or preventing its acceptance at a time when the industry is still relatively immature. Secondly, while many studies on audit technology or audit software concentrate on large audit firms (Curtis & Payne, 2008) this research offers insights into the adoption of audit management system software in an external audit setting across large, medium, and small sized enterprises. Third, the Technology, Organization, and Environment (TOE) Framework is used to the deployment of the audit management system within the setting of an external audit company. The study found that there are no previous studies that has been conducted to adequately capture how audit companies in Bangladesh really use audit management systems. More specifically, the TOE framework allows the researcher to gain understanding into the interplay between technological, environmental, organizational, and individual factors that influence IT adoption(Awa & Ojiabo, 2016) (Troshani et al., 2011).This research found that factors like auditors' perceptions of the usefulness of Audit management systems, company policy and support, and clients' wants and needs had significant impacts on the adoption of such systems. Several novel and previously unrecognized factors that influence adoption were also uncovered in this investigation. These included mutual understanding of the language and approval from relevant authorities and organizations. In a developing economy like Bangladesh's, these conditions seem to be necessary for the adoption of these technologies. The results indicate that the requirements of the client are crucial in the implementation of an audit management system. Innovations like audit management systems are essential in a developing country as customers become more discerning and numerous. An important conclusion is that there is a two-stage procedure involved in implementing an Audit management system. First, it's important to be in a conducive environment, one that has favorable client traits, a helpful regulatory structure, and an openness to adopting the new system. Assuming optimal organizational and technical circumstances, including Top Management Support and Compatibility, a decision to acquire and roll out the audit management system will be made.

2. RESEARCH METHOD

Explaining Organizations rely heavily on audit management systems, which help with audit preparation, execution, and oversight. Focusing on the definition, features, advantages, problems, and influence on organizational performance of audit management systems, this literature review seeks to offer an overview of the available literature on the topic-

Definition and Components of Audit Management Systems: Risk assessment, planning, fieldwork, reporting, and follow-up are just some of the operations that audit management systems aim to simplify. According to (Veerankutty, 2018) these are the common features of such systems as include risk analysis software, audit planning modules, document management software, process automation, and reporting features..

Benefits of Audit Management Systems:Organizations may get several advantages from using audit management systems. Improved audit efficiency, shorter audit cycle times, and better risk management are all highlighted as benefits by(Mahzan & Lymer, 2008). In addition, using such a system encourages openness, responsibility, and legal observance (Dinh et al., 2021)

Challenges in Implementing Audit Management Systems:Although there are several advantages to using an audit management system, doing so may be difficult. Problems with adaptability to preexisting infrastructure, user aversion to change, and a lack of technical experience

are all identified. Furthermore, the necessity for continuing system adaptation and maintenance, as well as the complexity of audit procedures, are major obstacles. (SALUR & KATTAR, 2021)

Integration with Other Systems:Organizational performance is maximized when audit management systems are well integrated with other systems. Integrating audit management with enterprise resource planning (ERP) systems is crucial for ensuring reliable data and making sound business decisions(SALUR & KATTAR, 2021)). Organizations may get useful insights from audit data by integration with business intelligence systems (Dinh et al., 2021)

Auditors' Perception and Acceptance:It is crucial for audit management system installation that auditors accept and see the system favorably. The majority of auditors have a favorable impression of these technologies, believing they will help improve audit quality and efficiency (Secinaro et al., 2021). However, investments in training and change management are required to overcome aversion and guarantee user acceptability (Mustafa & Nimer, 2018)

Impact on Organizational Performance:The effect of audit management systems on productivity in businesses has been the subject of a number of studies. Internal control effectiveness and financial reporting quality were observed to increase with the use of these technologies(Dinh et al., 2021) Organizational governance, risk management, and compliance are all improved by audit management systems, as described by (Mustafa & Nimer, 2018).

Table 1. Definition of TOE framework constructs

Technology	Compatibility	Compatibility refers to how well a new technology works with preexisting ones, whether they are inside to an organization or external. (Sahin & Rogers, 2006)
	Complexity	The complexity of a technology is measured by how challenging it is to learn, implement, and utilize. (Venkatesh, 2000)
	Relative Advantages	The degree to which a new concept is seen as an improvement over its predecessor is known as its "relative advantage. (Sahin & Rogers, 2006)
Organizational	Organizational readiness	The degree to which a company is ready to accept and successfully implement new technologies is known as its "organizational readiness. (Cooper & Zmud, 1990, p. 124).
	Top management support	The acceptance and deployment of new technologies inside an organization are greatly aided by the engagement, dedication, and endorsement of top management. (Luftman, 2000, p. 9).
	Technological readiness	An empirical analysis of the relationship between a company's IT prowess and its financial success. (Bharadwaj, 2000).
Environmental	Competitive pressure	An organization is under competitive pressure if it does not adapt and use new technology in order to retain or strengthen its position in the market.((S. I. Chang et al., 2010)
	Professional accounting body regulations	All aspects of the accounting and auditing profession must adhere to the rules, principles, and ethical norms established by various professional accounting groups.(Vasarhelyi et al., 2012)
	Vendor support	Vendor support is defined as "the assistance, resources, and services that technology vendors provide to organizations to aid in the adoption, implementation, and use of the technologies they sell.(Premkumar & Roberts, 1999)

This literature review highlights the significance of audit management systems in facilitating efficient and effective audits. The benefits include improved audit efficiency, enhanced risk management, increased transparency, and compliance. However, challenges in implementation, integration, and user acceptance must be addressed. The integration of audit management systems with other organizational systems, such as ERP and business intelligence tools, is crucial. Moreover, research demonstrates the positive impact of audit management systems on organizational performance, including improved internal controls and financial reporting quality.

Prior Research And Theoretical Framework

Technology adoption and information systems (IS) literature is a prevalent area of research.Users' goals are said to be crucial in determining whether or not they would embrace a new information system (IS) in technology adoption theories (Davis, 1989). The Technology Acceptance

Model (TAM) by (Davis, 1989)(Davis et al., 1989) and the Unified Theory of Acceptance and Use of Technology (UTAUT) Model by Venkatesh (2003) are two of the most extensively used theories and models in this area.TAM. It breaks down the mechanisms at play within the many aspects that affect user behavior and computer adoption. Research by (Davis et al., 1989) suggests that the technology acceptance model (TAM) may be used to determine which elements, such as attitude and perceived utility, have the most impact on whether or not a person would embrace a new piece of technology. It also explores how consumers' expectations of something's utility and ease of use influence whether or not they actually use it. The way an individual interacts with technology is given considerable weight in these designs.The UTAUT model was created to characterize the factors affecting an individual's acceptance of IT. Individuals' acceptance and use behavior are governed by four constructs: performance expectation, effort expectancy, social influence, and enabling variables. The primary factors influencing the model are gender, age, willingness to use, and level of expertise. The United States (Adams et al., 1992), India(Agarwal & Prasad, 1999),the United Kingdom (Venkatesh & Davis, 2000), and China (Hu et al., 1999), (Hong et al., 2001),Taiwan (Chau & Hu, 2001) are just a few examples of countries where these ideas have been put to use.TOE considers the whole picture rather than focusing on any one part of it. This is in contrast to the methods used by the researchers that looked at individual adoption variables (Bedard et al., 2003),(Curtis & Payne, 2008), (D. Janvrin et al., 2009),(Dowling, 2009)Since the choice to implement the Audit management system (Software) is often taken by the whole firm rather than by a single auditor, it is helpful that the organization as a whole is focusing on its adoption. After all, the company will spend a sizable sum on training and implementation of the new system. According to a model developed by (Sirois & Simunic, 2012) the level of investment in audit technology is a strong predictor of audit quality. This approach is consistent with that paradigm. Alternatively stated, auditors' best efforts were not adequate to guarantee a high-quality audit on their own. This effort requires a lot of money to be spent on technology. In conclusion, it is clear from the literature that there is a dearth of study into Audit Management System at an organizational level and across a variety of audit companies (Bedard et al., 2003); (Curtis & Payne, 2008),(D. Janvrin et al., 2008).The following discussion summarizes (The-TOE-Framework-Tornatzky-Fleischer-et-Al-1990, n.d.)'s TOE framework. Figure 1 depicts the Theory of Constraints (TOE) framework, which outlines the many impacts that may influence the adoption of audit management systems (Software), including those that are technical, environmental, organizational, and individual. The TOE framework was developed by (The-TOE-Framework-Tornatzky-Fleischer-et-Al-1990, n.d.) and will be summarized in the following discussion.In a nutshell, a company's environmental context comprises the market, its competitors, its access to resources from suppliers, and its interactions with rules imposed by professional accounting bodies. The degree of support from professional organizations and regulators, the audit context, the size and industry of the client, and the availability of audit management system vendors are all factors that might affect the adoption of audit management system. According to (The-TOE-Framework-Tornatzky-Fleischer-et-Al-1990, n.d.) a company's organizational context includes its size and scope, degree of centralization and formalization, the complexity of its managerial structure, its level of preparedness, the backing of upper management, its access to technology, the quality of its human resources, and the depth of its internal resources. The last part of the business plan is devoted to discussing the technological environment in which the company operates. This includes both internal and external technologies in use at the firm at the present time. The audit management system may be employed if it is compatible with the existing information technology platforms of the firm's customers. Compatibility with audit duties and ease of use contribute to the rise in popularity of audit management system Decisions on technological innovation inside the company are affected by a number of variables.The TOE framework was selected in part because it provides an explanation for technological advancements such as those seen in accounting and enterprise resource planning (ERP) software. This advancement in technology affects the auditing process. In terms of technology, this section describes the internal IT setting that may or may not allow for the implementation and usage of the Audit management system (Software). Previous studies based on UTAUT and TAM lack these kinds of

reasons.Organizational insights are provided by the TOE framework, which considers things like internal resources, the health of audit firms, partner support for using the system, human resource competency, the available budget for adopting the system, and auditor intentions regarding the adoption and use of the audit management system (Software). Other theories, such as UTAUT and TAM, place more emphasis on the individual auditor's adoption and use of Audit management software than on its use at the enterprise level. The auditing firm's compliance with all relevant regulations and standards necessitates careful consideration of environmental factors.Still up for contention is the extent to which professional and government advice affects software adoption. So, it's crucial to investigate how much support audit firms in developing countries get from the government and professional accounting organizations as they implement audit management systems.Firms, according to (The-TOE-Framework-Tornatzky-Fleischer-et-Al-1990, n.d.) must open a line of communication with the government, competing firms, suppliers, and consumers before making an adoption decision. The Theory of Elements (TOE) framework has been widely used in several IS research. For example, the TOE framework has been used to study the spread of e-commerce (Kuan & Chau, 2001), e-business(Zhu & Kraemer, 2005), open-source systems (Chau et al., 2014), (Ven & Verelst, 2012),electronic customer relationship management (e-CRM) (T. M. Chang et al., 2005), e-government (Pudjianto & Hangjung, 2012) and aviation systems (Scott & Scott, 2007) Across these studies, researchers found widespread endorsement of the TOE framework.The primary goal of this research is to assess the level of acceptance of audit management system among Bangladesh's external auditors. The TOE model is also summarized in this research so that the impact of the business environment on adoption may be investigated. This objective was reached by answering the following study questions: What are the factors that influence the adoption of Audit management system software among firms in Bangladesh? And What are the benefits and challenges of implementing Audit management system software in firms in Bangladesh, and how do these vary depending on the level of technological sophistication and the extent of organizational change required for successful adoption?

Most wealthy countries have included audit management systems into their contemporary auditing practices, but studies examining the impact of such systems in less-developed countries are only being started. The lack of prior research served as motivation for the study's research questions.The researchers first compiled a list of potential themes based on the TOE literature before beginning data collection. The set of codes was developed to facilitate the analysis of information gathered during interviews. However, the researchers acknowledged that more themes would emerge when the interviews were analyzed, and that some of the anticipated topics might be inappropriate in the Bangladeshi setting. For instance, a visitor to Bangladesh is likely to notice differences between the business regulatory environment there and that of the West. Researchers were careful to avoid biassing their study based on the results of previous studies since the audit environment in Bangladesh might be quite different. The interview data was then analyzed using Otter.ai to look for patterns.

Data Collection: Data was collected using semi-structured interviews since it was felt that they would provide the kind of in-depth examination needed to reveal the complex decision-making processes that led to a company deciding to use an Audit management system. Interview questions were developed using the TOE model as a framework to ensure that all aspects of the business and auditing environment in Bangladesh were addressed. Finding people to interview required "pervasive computing" or using one's existing network of contacts, as well as communication with a large accounting organization. Researchers reached out to Bangladesh's primary accounting body, the Institute of Chartered Accountants of Bangladesh. They were willing to present key audit professionals from a range of company sizes. These individuals were then asked via phone and email whether they would be willing to take part in the research. After obtaining their signed permission, a formal interview was conducted on-site at their company. Additional interviewees were located via follow-up talks with these initial contacts.The TOE framework and the results of previous research informed the interview questions used in the semi-structured conversations. All interviews, with participants' permission, were taped and lasted between 50 and 90 minutes. After the interviews were transcribed, participants were emailed proofs for review. Prior to conducting the interviews, the researchers

conducted a series of pilot studies. Participants spent anywhere from 50 to 90 minutes at their workplaces doing the pilot tests. Possible issues, such as linguistic problems and interpretation uncertainties with some questions, were revealed in the pilot test results and was resolved. According to Table 2, a total of 10 individuals were surveyed for this research. This included auditing company representatives, members of a professional accounting organization, and government officials.

Data analysis: The interview data underwent a thematic analysis, which facilitated the discovery and documentation of patterns present in the data (Braun & Clarke, 2006). Thematic maps were produced throughout each stage of development due to their efficacy in enhancing the analysis and interpretation of data (Braun & Clarke, 2006). The operationalization of the theme analysis method included adhering to a systematic approach as outlined in the following manner.

Table 2. Demographic table of respondents

Demographic characteristics	Frequency
Gender	
Male	7
Female	3
Age	
30-40	5
40-50	4
50-60	1
Experiences in Auditing	
Less than 10 years	6
10-15 years	3
16-20 years	1
More than 20 years	0
Position	
Associate Manager	3
Manager	3
Senior Manager	2
Department Head	2

Phase 1 is the first process of becoming acquainted with the data. In accordance with the recommendations, the first author transcribed all of the interviews in order to increase familiarity with the data. Phase 2 involves the process of defining and assigning names to the identified topics. During this phase, an assessment was conducted to evaluate the effectiveness of the naming convention used for the themes and their corresponding sub-themes. This review ultimately led to the creation of the definitive thematic map. Significantly, the research used the aforementioned conclusive thematic map as a means to direct the analysis and understanding of the data excerpts. Phase 3 - Interpretive narrative: In this phase, we will engage in the interpretation of the tale. The data analysis process concluded by generating an interpretive narrative that was derived from the data extracts and complemented by the final theme maps. The narrative provided a clear and direct discussion of many key aspects. Firstly, it emphasized the significance of the identified themes, highlighting their importance within the research. Secondly, it explored the contextual impacts and their connections to the specific data extracts, illustrating how these factors influenced the findings. Lastly, the narrative supported its claims with substantial evidence from existing scholarly works.

Table 3. Profiles of interviewees

Gender	Age	Education	Position	Duties related	Work Experience (Year)
M	45-50	MBA	Senior Manager	Managerial Operations	15
M	45-50	CA	Senior Manager	Branch Decision Making	10
M	43-58	MBA	Manager	Audit Department	10
M	27-32	MBA	Articleship student	Audit Department	2
F	32-35	CA	Senior Manager	Audit Department	3
F	35-40	CA	Senior Manager	Audit Department	2

M	43-58	MBA	Manager	Audit Department	10
F	40-45	MBA	Manager	Audit Department	5
M	43-58	MBA	Manager	Audit Department	08
F	35-40	MBA	Manager	Audit Department	5

Table 3 presents information on the audit firms that took part in the study, including demographics and the distribution of company sizes. As can be seen from Table 3, the vast majority of auditing companies in Bangladesh are small businesses, with the average number of partners being three. The majority of companies who indicated a desire for "importing" knowledge and brand into the regional audit industry were linked to organization based in other nations. Due to the novelty of the application of audit management system in Bangladesh audit practices, experts feel that most persons, especially auditors of mid-tier and small-sized organizations, see the topic as sensitive. This is a delicate topic since it influences the budget for IT, the adoption rate of audit management systems, and the quality of IT education for auditors. Referrals from prominent members of the local professional community (thus the "snowballing" strategy) helped researchers gain the trust of prospective participants.

3. RESULTS AND DISCUSSIONS

Based on the responses received and the data analysis, three major themes emerged, namely technological approach, embracing new technologies and auditing technology adoption. The coding and thematic analysis for adapting the audit management system in audit firms derived from the semi-structured interviews are depicted in table 4.

Technological approach: There is no audit management software in use at this company. They don't have the proper technology and software in place to conduct audits using IT. This means the company cannot take use of technology tools that would improve the quality of its audits. The level of computerization existing in the customers' financial systems has a significant impact on the audit firm's usage of audit management software. Working mostly with smaller businesses means that many of their customers have inadequate internal and external control mechanisms. Not all businesses use proper accounting practices. Due to these limitations, catering to such customers' needs in terms of audit management software is challenging. As was previously mentioned, the audit firm has difficulties implementing audit management software due to the limitations imposed by the financial systems of its client enterprises. Without customers keeping accurate books of accounts, it is impossible to implement and utilize audit management software. Due to the small size of the company, it will be more difficult to use audit management software.When audit management software is used, there is less skepticism of technological advancements and more confidence in their trustworthiness. That the audit firm has trust in the software's capabilities and recognizes its potential to enhance the auditing process is shown by this. The business is open to adopting new technologies in order to improve efficiency. The auditing firm has confirmed its ability to extract data precisely. There have been no significant setbacks, so it seems they have the expertise and resources necessary to oversee data extraction. The audit company recognizes the need of complete and correct system documentation to the effective rollout of an audit software system. As a negative impact of deficient system record-keeping on an audit management system, this may indicate that the company places a premium on detailed and accurate documentation of its systems. Due to a lack of documentation, audits may fail to catch errors or inconsistencies.The effectiveness and applicability of an audit system at any given time are dependent on its careful preparation, implementation, and upkeep. This indicates that the auditing firm understands the role that these factors play in ensuring the system runs well. The business believes that with proper protections in place, the audit system can function effectively. Achieving the audit's overarching goals is possible with proper planning and execution of the audit management system. Validity, completeness, ownership, valuation, accuracy, classification, and disclosure are all part of the picture. The audit company recognizes the importance of a well-designed system in attaining the aims of having a robust and trustworthy audit management system. It is easier for auditors to investigate across many accounting systems if the audit management system is designed

to connect with those systems. This indicates that the organization recognizes the value of ensuring that the audit management system is compatible with, and interoperable with, other accounting systems. The ability to integrate information is viewed as vital for effective research methods.

Table 4. Themes and Sub-themes derived from the study

Themes	Sub-Themes
Technological Factors	▪ Experience and competence in data extraction. ▪ Importance of accurate system documentation. ▪ Significance of competent planning, execution, and maintenance for the efficiency of audit systems.
Organizational factors	▪ Data Security and Integrity ▪ Compliance and Training ▪ Technological Resources and Adoption
Environmental factors	▪ Competition and Strategic Adoption ▪ Professional Standards and Regulations

Embracing new technologies: How well an organization protects sensitive customer data and complies with laws depends on the procedures it has put in place. It may mean the firm places a high importance on privacy and compliance with the law. The success of their privacy policies would depend on the adequacy of the safeguards they established. The company's processing integrity, especially with regard to proper identification and permission, is a function of the specific methods and protocols it employs. This demonstrates that the organization recognizes the significance of using efficient identification and authorization processes in protecting the integrity of its data. The effectiveness of these tactics depends on the company's commitment to standard operating procedures. The organization believes that it can provide continuous access to authorized personnel provided an audit management system is properly designed and continuously maintained. This indicates that the organization sees the benefit of granting authorized users constant system access. How successfully continuous access is maintained depends on the company's commitment to excellent implementation and ongoing maintenance. The auditing industry places a premium on adhering to the various International Financial Reporting Standards (IFRS) and International Auditing Standards (ISAs). In an effort to encourage and assist the adoption of Audit Management Software, the firm has taken the initiative to ask the Institute of Chartered Accountants of Bangladesh (ICAB) how to begin utilizing such software. The company promises that once it receives assistance from ICAB, it will do all in its power to help its employees learn and use the Audit Management Software. This exemplifies the firm's commitment to using technology to improve auditing practices. Management must take the initiative in scheduling training sessions for employees before making the transition to a software-based system. The importance of management support in this transition to audit management software is acknowledged. After the software has been provided, ICAB offers training as an additional service. This highlights the need for management buy-in to training initiatives and effective software-based strategy adoption. The audit firm is actively seeking guidance from ICAB to help with the implementation of Audit Management Software. The importance of management coordinating training for the implementation of a software-based system cannot be overstated. With the aid of the ICAB's training resources and the drive of upper management, the company would be able to effectively implement the software and enhance its audit procedures.The audit firm guarantees that it can provide its business with the necessary information technology (IT) knowledge, systems, and culture to facilitate the adoption of new technologies. This might mean that the organization recognizes the value of investing in the resources necessary to effectively incorporate technology into its operations. The firm has the means to provide the necessary technical assistance. The auditing business can confidently adopt cutting-edge technology because of the extensive infrastructure in place to support it. This indicates that there are policies in place to encourage and facilitate the incorporation of new technology into the organization. The firm understands the need of keeping up with technological innovations and makes concerted efforts to do so. The audit business claims that modern auditing tools may be used without restriction. This demonstrates the company's openness to new technologies and the lack of barriers to using cutting-edge auditing tools. This freedom indicates that the firm is

open to exploring and adopting innovative technologies.The audit firm is equipped with the know-how and resources to help businesses effectively implement new technologies. Since they are prepared to embrace change, they are free to use modern auditing tools. The business is able to effectively use technology in audit procedures thanks to its commitment to staying abreast of developments in the field and the resources at its disposal.

Auditing Technology Adoption: The choice to use technology in auditing is unaffected by the presence of rivals in the market. Instead, the need to maintain ethical standards and global competitiveness should serve as the decisive factor. That the audit company is affected by rivals and sees the advantages in embracing technology as a strategic move to boost efficiency and meet consumer demands is implied. The consulting company found that pressure from competitors had no beneficial effect on the desire to adopt technology. As a result, it's clear that the auditing industry doesn't see rivalry as a driving force for their use of technology. Instead, then being driven only by competitive pressures, they are motivated by the intrinsic benefits and value that technology can provide to their operations. The auditing company states that it is making the decision to leverage technology developments for audits regardless of the actions of rival businesses. They argue that global market rivalry and the need for ethical behavior should be what pushes people to embrace new technologies. The fact that the corporation is not motivated to embrace technology by the threat of impending competition demonstrates that it is concentrating on the benefits that technology offers in and of itself.This study investigates whether audit companies' plans to use IT-based systems are influenced by criteria set by professional accounting bodies. According to the solution, they do have beneficial effects. This shows that audit companies are more likely to adopt and use technology-based solutions when they comply to the criteria established by professional accounting groups. This exemplifies the importance of standards in driving innovation in the auditing industry. Also discussed are the ways in which legislation and standards of practice influence accounting challenges, raise knowledge of developing technology, and help ensure the integrity of the accounting and auditing industries. Accounting standards, auditing guidelines, and ethical codes of conduct are all issued by the Accounting Standards Board (ICAB), which is discussed in the response. Professionals may be certain that they are adhering to standards that are in line with worldwide best practices thanks to these guidelines. In addition, the ICAB offers programs for accountants to further their education and get insight into future accounting concerns and technology. This demonstrates the value of rules and guidelines in fostering trustworthiness and ensuring that experts are up-to-date on technical developments. Also, it looks at the question of whether or not public audit firms are more likely to embrace technology-based solutions during audits if they are encouraged to do so by professional accounting groups. The response confirms that the implementation of audit technology is actively encouraged by professional accounting groups like ICAB. This makes audit management more open to adopting and using IT-based solutions. This indicates that professional body endorsement and encouragement is a factor in audit companies' use of technology.The personnel of audit companies might get training and technical assistance from vendors. After receiving audit software, audit businesses in Bangladesh may get training from the Institute of Chartered Accountants of Bangladesh (ICAB). As a result, it seems that both the suppliers and the ICAB understand the need of providing assistance and training to audit companies. It is often believed that suppliers provide access to cutting-edge technology. The fact that ICAB welcomes suppliers and aids audit firms in using this technology supports this inference. ICAB's endorsement of suppliers' competence suggests that such companies are well-equipped to supply cutting-edge IT services to audit firms. The company's chosen vendor sent a summary to all Chartered Accountancy (CA) firms through ICAB. This indicates that vendors do provide audit firms with advice services about the technical advantages of their systems. The vendor's openness to discussing the benefits of their technology and providing this overview is encouraging. With these issues in mind, the study set out to conduct an extensive investigation of the introduction of an audit management system in Bangladesh. The purpose of this study, entitled "Adoption of Audit Management System in Bangladesh," is to inquire into the current adoption and usage of audit management software among businesses in Bangladesh and to determine the factors that influence

their decision to adopt or not adopt such systems. The study's secondary objectives are to provide suggestions for enhancing the acceptance and use of such systems in Bangladesh, and to evaluate the advantages and disadvantages that businesses encounter while using audit management software.

There are three main categories under which the study's conclusions are presented:

(a) technological considerations,

(b) organizational variables, and

(c) environmental elements.

Technology Related Factors: When it comes to technological considerations, audit firms of all sizes ranked compatibility with the client's current IT platform and fitness to task as the most important adoption criteria. There was widespread agreement that the adoption of audit management system depends on the system's interoperability with the customer's existing IT infrastructure. All their customers utilize sophisticated ERP software, such as SAP, Oracle, or Dynamic. If auditors fail match their technology, they wwould have eventually face problems executing audits. This is why a small number of the Bangladeshi companies in the research used audit software. Previous studies have shown that auditors need to use Iinformation System - compatible technology in order to perform thorough data accuracy tests and guarantee the robustness of internal control systems. Although smaller audit firms serving less technologically advanced customers were less likely to use an audit management system, they nevertheless understood the need of ensuring that their technology was compatible with their client's IS. The larger the auditing business, the more likely the customer is to employ advanced information technology; therefore, the firm must raise its level of technical expertise to ensure compatibility. This advantaged construct examines how beneficial and consistent auditors find the deployment of an audit management system to be. Table 4 demonstrates the extent to which this aspect influenced the spread of audit management software. Example: "The software's features or menu are useless because most of the clients are small service companies," said a participant from a small company. Therefore, this company was not using an audit management system (software) beyond the use of commonplace programs like Microsoft Office. Whereas, a senior auditor from a select group of well-known organizations illustrated the benefits he has seen from integrating audit management system (AMS) compatibility into his audit work by saying, "The template provided by the software really helps and is important in the audit process." The usage of audit software gives a template of questions to diagnose the status of the firms in detail, as one senior auditor from a company said. The auditor may not have even considered or anticipated the inquiries. This makes assessing the company's health much simpler. The lack of audit management software, as shown by the questionnaire results, may limit the Audit Firm's capacity to enhance the quality of the audit process. Customers' proficiency with modern computing systems is also a factor in how well audit management software works for them. It is typical for small and medium-sized enterprises (SMEs) to not keep accurate books of accounts, which makes it difficult for the audit firm to utilize audit management software. However, if audit management software is utilized, there is less skepticism and fear of technology, and the Audit Firm is able to extract the data properly without any problems. However, the efficacy of an audit software system may be negatively impacted by poor system documentation, leading to mistakes or inconsistencies in the audit process. For an audit system to perform as intended at any given point in time, it is necessary to have first ensured its correct planning, implementation, and maintenance.Further, if developed and executed correctly, an audit management system may aid in achieving the overarching audit goals of guaranteeing data validity, completeness, ownership, value, correctness, categorization, and disclosure. In addition, an audit management system that is built to interact with various accounting systems would make it easier for auditors to inquire about a wide range of financial transactions. These results stress the need of audit management software and thorough documentation for a trustworthy audit procedure.Since the audit software's process templates are only available in English, a major hurdle to its adoption is the language barrier. Accounting team is more comfortable using Bangla-language auditing software. Many users at audit businesses are not likely to be native English speakers, hence they cannot utilize audit management system (software) built by international vendors in English. There's no denying that this is a major

barrier to entry for SMEs in Bangladesh. Big Four auditors, on the other hand, did not see this as a serious issue since they use English so often in their everyday lives. "Language is not an issue because autors are used to English, so it is not an obstacle," stated the audit manager of a prestigious business. Organization Related Factors:It seems from the replies that the Audit Firm understands the significance of maintaining client privacy and meeting all applicable legal requirements. The ability to do so, however, is contingent on the organization's particular procedures and regulations. A thorough data protection policy, including the Audit Firm's methods for data processing and access management, is an absolute need. The policy should also include the measures taken to adhere to legal requirements, such as statutes, rules, and regulations, as well as any applicable industry-specific recommendations.The company's ability to handle data securely by verifying identities and permissions relies on the rigor of its procedures. The Audit Firm should adopt multi-factor authentication procedures, which call for users to submit several forms of identity in order to access systems and data, to guarantee appropriate identification and authorization. In addition, the company should set up authentication and authorization procedures that restrict access to information and resources depending on a user's specific job function.The Audit Firm's capacity to provide uninterrupted service to authorized users may be strengthened via the deployment of an audit management system. However, adequate implementation and ongoing maintenance are required to guarantee uninterrupted service. In case of system failures or other disturbances, the Audit Firm should have backup and disaster recovery plans in place to keep operations running as smoothly as possible.For an audit management system to be effectively put into place, its adoption must be actively encouraged and supported. To ensure that its staff is fully acquainted with and able to make good use of the new technology, the Audit Firm should give training and assistance. Management buy-in is also crucial because it allows the management team to put in place the systems and resources needed to make the system a success. After delivering the software, ICAB also offers the Audit Firm training that may aid in the firm's transition to the audit management system.Finally, it seems that the Audit Firm has the appropriate degree of IT expertise, technical infrastructure, and internal atmosphere to financially support technology adoption. Adopting cutting-edge auditing technologies shouldn't be hampered by a lack of funds. The Audit Firm must undertake a cost-benefit analysis to determine whether or not investing in cutting-edge audit technology is worthwhile.Finally, the Audit Firm's ability to safeguard its sensitive information in accordance with regulatory requirements and maintain the integrity of its processes via the use of appropriate identifications and authorizations is contingent on the particular procedures and protocols it has in place. The Audit Firm's capacity to provide uninterrupted service to authorized users may be strengthened via the deployment of an audit management system. However, the Audit Firm must ensure that its staff have access to training and assistance, and that they have the backing of upper management, for the system to be successfully used. Finally, the lack of funds should not be an obstacle to implementing cutting-edge audit technology; nonetheless, a cost-benefit analysis should be performed to guarantee the adoption is financially viable. This auditing tool was created to convey the audit approach used by the company. The approach was created in response to the demands of modern businesses and is based on the ISA (International Standards on Auditing). This conclusion indicates that these businesses are less aware of software's potential to serve as a means through which a certain audit technique might be ingrained in the organization. When it comes to the size of audit firms, a lot of research has been done on the technologies used by bigger companies (Dowling & Leech, 2007), (Curtis & Payne, 2008). Larger audit companies are shown to be technological pioneers, according to the study's findings. According to Table 4, this element was seen as very significant by medium-sized businesses and as fairly influential by certain well-known businesses. "The size and category of the audit firm influences the use of audit management system because they attract big companies with complicated IT systems," said the partner of a middle-tier firm. A second partner at a medium-sized business said, "As a public accounting firm, our span of control grows as expand."Auditors are able to keep their work under control and go on as planned thanks to the audit application. Auditors' attitudes are cited in the research as a major factor in the spread of information technology (Legris et al., 2003). Table 3 demonstrates that most

participants saw auditors' opinions as extremely relevant in the adoption decision, suggesting that perceived utility and ease of use are the primary drivers of intention to utilize certain IT. A senior auditor at a medium-sized company said Auditors will be interested in utilizing the program if it is straightforward to learn and implement. If it's not intuitive right away, auditors won't put in the time and effort to learn how to utilize it properly. One partner at a medium-sized business found that younger workers were more open to using audit management software. He emphasized that youthful, tech-savvy auditors are more likely to be receptive to using an audit management system. Most students thrive when provided opportunities to test and expand their computing skills. The advantages of using an audit management system were more of a concern for smaller businesses. "Audit software is not easy to use, but the benefits will encourage the auditor to use it," said one auditor. In conclusion, the auditor's perspective is influenced by their age, level of technological sophistication, and their impressions of how easy it is to use. The research shows that the Big Four have the means to spend in human capital, thus the corporations should have no trouble identifying and recruiting a "champion." A champion may be expected to emerge from their system almost without fail. A partner at one of the Big Four firms, for instance, has suggested that competent employees from every department would be sent to Singapore to participate in training designed specifically for instructors. Then they may start training others and claim the title of "champion" in their field. Small businesses agreed that having such a person would be beneficial, but they acknowledged that auditors with the IT expertise to create, maintain, and deal with any issues surrounding the implementation of an audit management system are generally in short supply. A steadfast policy and unwavering support were also considered crucial. It has been found that auditors are more likely to adopt new technology if they have the backing of the managing partner (Curtis & Payne, 2008)). Furthermore, research into the field of information technology suggests that IT adoption is driven by the availability of company resources (Riemenschneider et al., 2003), which explains why the presence of facilitating resources motivates the adoption and use of audit management systems. Based on the interviews conducted for this research, it seems that a lack of resources (both financial and human) prevents small businesses from buying specialized software and developing their own audit software in-house. Another thing that doesn't help is when partners don't back the usage of audit software. Partners or senior employees may promote and support the usage of an audit management system via a variety of channels, such as providing training and physical space for audits. The adoption of audit management software has been shown to rise when a partner or other senior member of the audit team advocates for its use (Dowling, 2009), (Curtis & Payne, 2008), (Dowling & Leech, 2007), (D. Janvrin et al., 2008). The audit partners' encouragement of the use of an audit management system was corroborated in interviews with the Big Four and mid-tier companies. However, small businesses seldom employ audit management systems because they believe their implementation would be too costly. A tiny company's audit partner said: I would rather add people, grow the team, than purchase anything flashy. That's more cost-effective than purchasing a fancy gadget. Given that labor is far less expensive in Bangladesh than in wealthy nations, the aforementioned remark makes perfect sense. This result backs with the claims of who suggested that the influence of economic concerns was a particularly crucial component in the degree of IT deployment in audit businesses in developing nations. A systematic technology-acquisition strategy and the provision of organized training are two examples of the different sorts of support seen in Big Four and mid-tier firms. Since working documents are no longer paper-based, my business utilizes audit software every day, and it is mandatory," claimed an audit manager from few firms. While the vast majority of enterprises in the middle tier give laptops to all employees, only few of those businesses have a policy to promote the use of audit management systems and an IT department to assist audit management system -related work. A business colleague said, The 'one person-one notebook' rule is one of the IT guidelines. Auditors established a separate IT department around two years ago. In the past, non-IT specialists on staff would manage these matters. There were additional issues with the audit management system and other IT necessities as time went on. Auditors organized an information technology department as a result. A partner at a separate middle-range company, however, contradicted this, saying, "Auditors in Bangladesh don't have any internal regulations or

guidance that describe the extent to which auditors must use computers in the audit process." Support and policy for the deployment of IT or audit management systems were found to be troublesome, especially in smaller businesses. They pushed auditors to adopt technology by giving them access to PCs or laptops and standard applications like Microsoft Office, but their help didn't extend to the administration of the audit itself.Companies that do audits may invest in an audit management system if they have a sizable IT capital budget. Investment in information technology (IT) has been shown to boost production (H. Chang et al., 2011).Few firms have the financial wherewithal to make substantial investments in cutting-edge information technology, allowing them to conduct audits that are not only more efficient, but also, perhaps, of greater quality (D. J. Janvrin & Bierstaker, 2015). When asked what factors most affected their decision to use an audit management system, all companies cited IT capital expenditures. IT infrastructure may vary from a fully staffed IT department to a laptop, PC, software, and internet connectivity, depending on the size of the auditing business. Smaller audit companies often use publicly accessible, less expensive software, whereas bigger audit firms often create their own proprietary auditing software systems. It was common for people to rely only on Microsoft Office. However, major corporations want to implement the audit management system. The availability of IT support personnel was also recognized as an important factor in the IT capital budget. It's crucial that auditing businesses have the resources to hire IT support professionals to monitor and fix any problems with their systems, as well as make sure any new audit management software will work with what's already in place. Due to the ever-increasing complexity of the IT landscape, several firms have established dedicated IT departments. Auditors' proficiency with information technology also played a crucial role. Researchers have hypothesized that if auditors were more comfortable using technology, more audit management systems would be implemented(Brazel et al., 2010). Recent research (Al-Ansi et al., 2013). demonstrated that the impact of IT knowledge and training enhanced IT usage. Table 3 reveals that respondents acknowledged that IT skill levels differed considerably across workers, despite the fact that they all felt that excellent IT skills are needed for increasing the adoption (Audit management system) usage. In addition, there was a wide range in the degree to which audit companies invested in their staff' IT literacy. Small business interviewees said they seldom employ advanced IT skills since their companies don't have to cope with sophisticated systems or organizations. These companies often did not invest as much time or money into educating its auditors and instead relied on their already IT expertise.Some respondents said there was a lack of auditors with adequate expertise in the field of information technology (IT), and they speculated that the high average age of audit company partners was to blame. Learning Expenses was the last organizational consideration. Compatibility with existing technologies and necessary skills and activities are said to have a role in the choice to embrace a new technology, according to the TOE literature (Malet, 1896). Conversion expenses arise when a business wishes to switch to a new technology that requires significant adjustments to existing processes. One part of conversion costs is learning/training, as defined by Klemperer (1987). The results show that respondents think training in the implementation of audit management systems is important, and that large companies are more likely to send auditors to an external training provider in addition to organizing training in-house. According to the company's chief auditor: training program is really regimented. If there is a software upgrade, for instance, everyone from the receptionist to the CEO will get training. If there is a software version upgrade, the higher levels will be taught on the areas that are most important to them. Training schedules are assigned by in-house experts. In contrast, smaller organizations preferred 'on the job' training after adopting an audit management system. Due to financial constraints, small businesses were choosy about which auditors they sent to an external training provider. Environment-Related Factors:Now let's talk about the surrounding environment, which includes the competitive pressure, professional accounting body regulations, and vendor partner support. Study discussed each of them in turn now. Many audit companies have been investigating the potential advantages of using technology-based tools to enhance their audit procedures in recent years. Several external variables that might influence audit companies' decisions to use technological audit methods are studied in this research.To begin, Auditors examine whether and how competition in the auditing market affects the

choice to adopt technological advancements. According to the data, rivals do not have a role in this choice. Instead, audit companies should use technological solutions to maintain quality assurance practices and maintain worldwide competitiveness. Auditing businesses, operating in today's increasingly technological environment, need to make adjustments to survive.Next, Auditors look at whether or not the threat of new competition influences audit firms' propensity to use technology. Based on the findings, market competition has no beneficial effect on audit companies' propensity to use technological solutions. The choice to embrace technology in the audit process should be made on the basis of the advantages it delivers, rather than due to pressure from rivals .Next, Auditors look at how regulations set by professional accounting bodies affect audit companies' plans to use technological solutions. Based on the findings, audit companies are more likely to use IT-based solutions if they are required to do so by a professional accounting organization. Accounting and auditing standards and rules are created to ensure the integrity of these fields and to raise public knowledge of new technological developments. Audit businesses may show their dedication to offering excellent work by sticking to these guidelines.In addition, Auditors look at how rules and standards of practice are published to help safeguard the integrity of the accounting and auditing industries, promote understanding of developing technology, and educate the public about accounting concerns. Accounting standards, auditing standards, and ethical codes of conduct are all issued by the Institute of Chartered Accountants of Bangladesh (ICAB) for its members to follow. These norms are produced in accordance with global best practices and international accounting standards, such as those established by the International Federation of Accountants (IFAC).Participants voiced concern about a dearth of skilled IT personnel. A business colleague once observed, "In Bangladesh, formal education is not capable of producing ready to-deploy human resources." The results show that auditors, particularly fresh graduates, have a naive understanding of IT. Nine respondents highlighted the pressing need for recent college grads with expertise in both accounting/auditing and information technology. They advocated for more training in the use of audit software for graduates of accounting programs. Accounting students need to learn about things like electronic data exchange and audit tools. To help its members keep up with the latest developments in technology and accounting practices, ICAB offers ongoing education and training programs. Financial reporting, auditing, and taxes are just few of the many subjects covered by these courses. By providing its members with training in the use of technological systems, ICAB guarantees that its auditors will be competent in applying the latest auditing standards. Finally, Auditors look at how suppliers might better serve audit companies by providing technical support services and training for their employees. Based on the findings, suppliers may really provide technical support services and training for audit firms' employees. After supplying audit software, ICAB also offers training to audit businesses. In addition, suppliers provide cutting-edge technical tools that may assist accounting businesses streamline their operations and provide more reliable results. All CA Firms were given an overview of the chosen vendor's system and the technical advantages of employing it via ICAB. However, there are no such things as local sellers in Bangladesh. This might be because there is currently not a large enough audit market in Bangladesh. Due to the specialized and niche nature of audit software, most of the major corporations have either tried to create their own audit management system in-house or are aiming to do so. The high price that the foreign vendor often sets for the software acts as a deterrent for a small business to make a purchase. Furthermore, it has been highlighted that the software is often in English, and it is not always possible to find personnel in Bangladeshi audit businesses with expertise in this language. The level of support and requirements from regulators and/or professional bodies was the last significant element. Auditing guidelines and standards might be developed by regulators or a professional organization. They might also provide instruction and guidance. Participants' opinions on these issues were found to be very varied, according to the study's findings. In conclusion, the research indicates that the advantages to the audit process should be the primary motivation for adopting technology-based solutions in auditing, rather than external pressure. The use of technological systems in auditing may be greatly aided by the norms and regulations set out by professional accounting bodies. Audit businesses may keep their good names and continue to serve their customers well by

sticking to these rules and laws. Last but not least, suppliers may assist audit firms deploy technology-based systems more successfully by providing important technical support services and training. Technology's growing significance in auditing suggests that traditional auditing practices may soon be at a competitive disadvantage to those who embrace it.Prevalence of Environmental-Related Factors: Many of the variables are regarded to have a significant impact on the adoption of audit management systems. Interview responses also show that implementing an audit management system is a two-stage process, with the first stage requiring the presence of favorable environmental factors, and the second stage necessitating the presence of favorable organizational and technological conditions. The following quotations from large, medium, and small businesses, as well as a regulatory agency, support this idea: the customer is the ultimate arbiter of whether or not to use an audit management system. The audit standards and the quality requirements are the primary drivers of the firm's use of audit software, followed by the needs of the customers. The usage of audit software is based on the demands of clients and the requirements of regulators. Smaller and medium-sized accounting firms often deal with less sophisticated customers, whose transactions are therefore less likely to need the adoption of a [audit management system]. Large corporations often utilize a more comprehensive [audit management system] in auditing due to the need of doing so.

Synthesis Of Key Findings: Findings from this research show that although audit management system adoption has been high at big and medium-sized audit businesses in Bangladesh, it has lagged behind at small enterprises. Using the Theory of Influence (TOI) framework, Auditors found that language compatibility was particularly important for small businesses due to the widespread lack of English proficiency among their employees, and that compatibility with the client's existing IT platform was also important. In terms of internal aspects, Auditors found that organizational preparedness, support from upper management, technological readiness, and financial considerations were all crucial. Environmental variables such as competitive pressure, regulations from professional accounting bodies, vendor availability and assistance, and backing from regulators and professional bodies were all important. The results also show that there is a logical progression from the presence of favorable environmental elements to the implementation of an audit management system, given the presence of favorable organizational and technological circumstances.

This research has a few limitations. To address some of the above the thematic analysis points to interesting research opportunities, this research analyzed the prevalence of both externally and domestically designed audit management systems.Second, this research relies on a small sample size and just one nation for its data. Third, it's important to acknowledge the limitations of the interviewing process. Fourthly, there is a chance of bias in the data owing to people giving the answers they believe the researchers want to hear or those they think are socially acceptable. The results of this study suggest more avenues for investigation. To more closely connect the usage of audit management system to certain audit types, researchers may zero in on audit management system that is now accessible for commercial purchase. Considering the rapid pace at which technology is progressing, it would be fascinating to track the changing patterns of audit management system use. The transferability of results might be improved by comparing these ties to those in other nations and IT settings.

4. CONCLUSION

This paper explored how the technological, organizational and environmental contexts that define audit firms influence the adoption of audit management system. The adoption of audit management system is a newer phenomenon in Bangladeshi auditing. Specifically, this study attempted to address the following research question: What are the variables that impact the adoption of Audit management system software among enterprises in Bangladesh? What are the pros and cons of using Audit management system software in Bangladeshi businesses, and how do they differ according to the complexity of the technology used and the degree to which the business culture must shift to accommodate it? In order to answer this question, the TOE framework was used in this study. Nine adoption variables affecting the company's usage of audit management system in the Bangladeshi

environment were discovered via interviews with external auditors, government organizations, and a professional accounting organization. Most respondents placed a high level of importance on ten variables, including those related to the client's current IT platform, the auditors' views on audit management system, the firm's policies and support, the client's requirements and expectations, and the auditors' fitness to do the audit. The study's findings point to a number of novel aspects in the adoption of audit management system. Specifically, language compatibility and backing from regulators and professional bodies are revealed to have a significant impact on audit management system adoption, but have received little attention in previous studies. When compared to more developed economies, it seems that audit companies in Bangladesh are more dependent on the encouragement and support of regulators and professional organizations in embracing these advances. The results challenge the TOE framework's central assumption that technological, organizational, and environmental factors all play roughly equal roles in determining whether or not an organization adopts a new technology by showing that respondents are more likely to cite environmental factors as having an impact than either organizational or technological factors. In particular, the requirements of a customer have an important role in determining the rate of audit management system adoption. In order to keep up with the increasing size and complexity of their clientele, businesses in emerging nations need to adopt new approaches, such as implementing an audit management system. A further set of information revealed is that the implementation of an audit management system is a two-stage procedure. In the first place, the choice has to be supported by favorable environmental elements including favorable customer attributes and a supportive regulatory framework. The next step is to decide to acquire and implement an audit management system, supposing all other necessary organizational and technological factors are met. During the thematic analysis, it's been found that this research adds two substantial pieces to the existing TOE literature. First, it has found additional characteristics that may influence the adoption of audit management systems and be included into the TOE framework. Second, the results demonstrate that environmental variables are necessary forerunners to audit management system adoption, although the TOE framework has often seen all three classes of factors as being equally relevant. The audit management system literature has also benefited from this investigation. To start, it looks at how a developing nation is implementing Audit Management System. The results suggest that the motives behind this choice seem to be somewhat different from the developed world, which has been studied extensively in the past. Second, it looks at audit firms of different sizes, which is different from some previous studies (see, for example, (Dowling & Leech, 2007); (D. Janvrin et al., 2008;) Third, the TAM model is not employed instead the TOE framework has been used.

REFERENCES

Adams, D. A., Nelson, R., Todd, P. A., & Nelson, R. R. (1992). Perceived Usefulness, Ease of Use, and Usage of Information Technology: A Replication Increasing Systems Usage Perceived Usefulness, Ease of Use, and Usage of Information Technology: A Replication. *Source: MIS Quarterly*, *16*(2), 227–247.

Agarwal, R., & Prasad, J. (1999). Are individual differences germane to the acceptance of new information technologies? *Decision Sciences*, *30*(2), 361–391. https://doi.org/10.1111/j.1540-5915.1999.tb01614.x

Al-Ansi, A. A., Ismail, N. A. Bin, & Al-Swidi, A. K. (2013). The effect of IT knowledge and IT training on the IT utilization among external auditors: Evidence from Yemen. *Asian Social Science*, *9*(10), 307–323. https://doi.org/10.5539/ass.v9n10p307

Awa, H. O., & Ojiabo, O. U. (2016). A model of adoption determinants of ERP within T-O-E framework. *Information Technology and People*, *29*(4), 901–930. https://doi.org/10.1108/ITP-03-2015-0068

Bedard, J. C., Jackson, C., Ettredge, M. L., & Johnstone, K. M. (2003). The effect of training on auditors' acceptance of an electronic work system. *International Journal of Accounting Information Systems*, *4*(4), 227–250. https://doi.org/10.1016/j.accinf.2003.05.001

Bharadwaj, A. S. (2000). A resource-based perspective on information technology capability and firm performance: An empirical investigation. *MIS Quarterly: Management Information Systems*, *24*(1), 169–193. https://doi.org/10.2307/3250983

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, *3*, 77–101. https://doi.org/10.1191/1478088706qp0630a

Brazel, J. F., Carpenter, T. D., & Jenkins, J. G. (2010). Auditors' use of brainstorming in the consideration of fraud: Reports from the field. *Accounting Review*, *85*(4), 1273–1301. https://doi.org/10.2308/accr.2010.85.4.1273

Chang, H., Chen, J., Duh, R., & Li, S. (2011). *Productivity Growth in the Public Accounting Industry : The Roles of Information Technology and Human Capital*. *30*(1), 21–48. https://doi.org/10.2308/aud.2011.30.1.21

Chang, S. I., Hung, S. Y., Yen, D. C., & Lee, P. J. (2010). Critical factors of ERP adoption for small- and medium-sized enterprises: An empirical study. *Journal of Global Information Management*, *18*(3), 82–106. https://doi.org/10.4018/jgim.2010070104

Chang, T. M., Liao, L. L., & Hsiao, W. F. (2005). An empirical study on the e-CRM performance influence model for service sectors in Taiwan. *Proceedings - 2005 IEEE International Conference on e-Technology, e-Commerce and e-Service, EEE-05*, 240–245. https://doi.org/10.1109/eee.2005.33

Chau, P. Y. K., & Hu, P. J. H. (2001). Information technology acceptance by individual professionals: A model comparison approach. *Decision Sciences*, *32*(4), 699–719. https://doi.org/10.1111/j.1540-5915.2001.tb00978.x

Chau, P. Y. K., Tam, K. Y., & Tam, K. Y. (2014). Factors Affecting the Adoption of Open Systems : An Exploratory. *MIS Quarterly*, *21*(1), 1–24.

Curtis, M. B., & Payne, E. A. (2008). An examination of contextual factors and individual characteristics affecting technology implementation decisions in auditing. *International Journal of Accounting Information Systems*, *9*(2), 104–121. https://doi.org/10.1016/j.accinf.2007.10.002

Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly: Management Information Systems*, *13*(3), 319–339. https://doi.org/10.2307/249008

Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989). *Davis1989 (1).Pdf. July 2018*.

Dinh, T. H., Pham, D. C., & Nguyen, T. T. (2021). Factors Affecting the Internal Audit Effectiveness of Steel Enterprises in Vietnam. *Journal of Asian Finance, Economics and Business*, *8*(1), 271–283. https://doi.org/10.13106/jafeb.2021.vol8.no1.271

Dowling, C. (2009). Appropriate audit support system use: The influence of auditor, audit team and firm factors. *Accounting Review*, *84*(3), 771–810. https://doi.org/10.2308/accr.2009.84.3.771

Dowling, C., & Leech, S. (2007). Audit support systems and decision aids: Current practice and opportunities for future research. *International Journal of Accounting Information Systems*, *8*(2), 92–116. https://doi.org/10.1016/j.accinf.2007.04.001

Hong, W., Thong, J. Y. L., Wong, W. M., & Tam, K. Y. (2001). Determinants of user acceptance of digital libraries: An empirical examination of individual differences and system characteristics. *Journal of Management Information Systems*, *18*(3), 97–124. https://doi.org/10.1080/07421222.2002.11045692

Hu, P. J., Chau, P. Y. K., Liu Sheng, O. R., & Tam, K. Y. (1999). Examining the Technology Acceptance Model Using Physician Acceptance of Telemedicine Technology. *Journal of Management Information Systems*, *16*(2), 91–112. https://doi.org/10.1080/07421222.1999.11518247

Janvrin, D., Bierstaker, J., & Jordan Lowe, D. (2009). An investigation of factors influencing the use of computer-related audit procedures. *Journal of Information Systems*, *23*(1), 97–118. https://doi.org/10.2308/jis.2009.23.1.97

Janvrin, D. J., & Bierstaker, J. L. (2015). An Examination of Audit Information Technology Usage and Perceived Importance. *ResearchGate*, *22*(1), 1–21.

Janvrin, D., Lowe, D. J., & Bierstaker, J. (2008). Auditor Acceptance of Computer-Assisted Audit Techniques. *American Accounting Association Auditing Mid Year Meeting AAA*, *April*, 1–26.

Kuan, K. K. Y., & Chau, P. Y. K. (2001). A perception-based model for EDI adoption in small businesses using a technology-organization-environment framework. *Information and Management*, *38*(8), 507–521. https://doi.org/10.1016/S0378-7206(01)00073-8

Legris, P., Ingham, J., & Collerette, P. (2003). Why do people use information technology? A critical review of the technology acceptance model. *Information and Management*, *40*(3), 191–204. https://doi.org/10.1016/S0378-7206(01)00143-4

Mahzan, N., & Lymer, A. (2008). Adoption of Computer Assisted Audit Tools and Techniques (CAATTs) by Internal Auditors : Current issues in the UK Adoption of Computer Assisted Audit Tools and Techniques (CAATTs) by Internal Auditors. *Innovation*, *April 2008*, 1–46.

Malet, H. (1896). WHY FIRMS ADOPT OPEN SOURCE PLATFORMS: A GROUNDED THEORY OF INNOVATION AND STANDARDS ADOPTION Jason. *Notes and Queries*, *s8-IX*(217), 145. https://doi.org/10.1093/nq/s8-IX.217.145-b

Mustafa, F. M., & Nimer, M. B. Al. (2018). The association between enterprise risk management and corporate governance quality: The mediating role of internal audit performance. *Journal of Advanced Research in Law and Economics*, *9*(4), 1387–1401. https://doi.org/10.14505/jarle.v9.4(34).27

Premkumar, G., & Roberts, M. (1999). Adoption of new information technologies in rural small businesses. *Omega*,

27(4), 467–484. https://doi.org/10.1016/S0305-0483(98)00071-1

Pudjianto, B. W., & Hangjung, Z. (2012). Factors Affecting E-Government Assimilation in Developing Countries. *SSRN Electronic Journal*, 1–14. https://doi.org/10.2139/ssrn.1553651

Riemenschneider, C. K., Harrison, D. A., & Mykytyn, P. P. (2003). Understanding it adoption decisions in small business: Integrating current theories. *Information and Management*, *40*(4), 269–285. https://doi.org/10.1016/S0378-7206(02)00010-1

Sahin, I., & Rogers, F. (2006). *Detailed Review of Rogers ' Diffusion of Innovations Theory and Educational Technology-Related Studies Based on Rogers '*. *5*(2), 14–23.

SALUR, M. N., & KATTAR, W. K. (2021). THE IMPACT of ENTERPRISE RESOURCE PLANNING (ERP) on THE AUDIT in THE CONTEXT of EMERGING TECHNOLOGIES. *Ekonomi Maliye İşletme Dergisi*, *December*. https://doi.org/10.46737/emid.1032735

Scott, J. E., & Scott, J. E. (2007). *An e-Transformation Study Using the Technology – Organization – Environment Framework*.

Secinaro, S., Dal Mas, F., Brescia, V., & Calandra, D. (2021). Blockchain in the accounting, auditing and accountability fields: a bibliometric and coding analysis. *Accounting, Auditing and Accountability Journal*, *35*(9), 168–203. https://doi.org/10.1108/AAAJ-10-2020-4987

Sirois, L.-P., & Simunic, D. A. (2012). Auditor Size and Audit Quality Revisited: The Importance of Audit Technology. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.1694613

The-TOE-framework-Tornatzky-Fleischer-et-al-1990. (n.d.).

Troshani, I., Jerram, C., & Hill, S. R. (2011). Exploring the public sector adoption of HRIS. *Industrial Management and Data Systems*, *111*(3), 470–488. https://doi.org/10.1108/02635571111118314

Vasarhelyi, M. A., Alles, M., Kuenkaikaew, S., & Littley, J. (2012). The acceptance and adoption of continuous auditing by internal auditors: A micro analysis. *International Journal of Accounting Information Systems*, *13*(3), 267–281. https://doi.org/10.1016/j.accinf.2012.06.011

Veerankutty, F. (2018). *Effect of Information Technology Success Factors and Governance on Audit Technology Performance*. 1–78.

Ven, K., & Verelst, J. (2012). A Qualitative Study on the Organizational Adoption of Open Source Server Software. *Information Systems Management*, *29*(3), 170–187. https://doi.org/10.1080/10580530.2012.687305

Venkatesh, V. (2000). Determinants of perceived ease of use : integrating control , intrinsic motivation , acceptance model. *Inorganic Chemistry Communications*, *11*(3), 319–340.

Venkatesh, V., & Davis, F. D. (2000). Theoretical extension of the Technology Acceptance Model: Four longitudinal field studies. *Management Science*, *46*(2), 186–204. https://doi.org/10.1287/mnsc.46.2.186.11926

Zhu, K., & Kraemer, K. L. (2005). Post-adoption variations in usage and value of e-business by organizations: Cross-country evidence from the retail industry. *Information Systems Research*, *16*(1), 61–84. https://doi.org/10.1287/isre.1050.0045

Appendix

Table 5. Rational of interview questions

Interview question	Purpos
Does the level of computer technology used in your client's financial system affect your use of audit management software?	To comprehend the possible influence of the client's computer technology infrastructure on the audit process and the adoption of audit management software.
Do you believe that Audit management software is difficult to use and if so, is this impact on your level of use of it?	To evaluate the user's view of the usability of audit management software and its possible effect on their use of it.
What is the extent of distrust towards technology and skepticism about its reliability?	To evaluate the user's view of the usability of audit management software and its possible effect on their use of the software.
If an audit software system were to be implemented in the future, may I inquire as to your perspective on the potential impact of inadequate system documentation on the audit management system?	To gather the individual's ideas and comments on the possible effects of inadequate system documentation on the efficacy and functionality of an audit management software system that could be installed in the future.
Will the audit management system permit auditors to conduct inquiries across diverse accounting systems?	To discover if the audit management system being proposed has the capacity to support auditors conducting inquiries across multiple accounting systems.
How does the firm process its integrity with proper identifications and authorizations?	To understand of how the organization ensures the integrity of its operations by effective identification and authorization processes.
How your firm provide encouragement and support to adopt the Audit System Management software?	To comprehend the strategies, efforts, and procedures that the organization utilizes to inspire and help its members or workers in adopting the Audit System Management software
Do professional accounting body standards have a positive impact on audit firms' intention to use technology-based systems?	To examine the possible effect of professional accounting standards imposed by regulatory bodies on audit firms' desire and incentive to embrace and use technology-based solutions for their audit procedures.
Would it be correct to state that vendors offer superior and advanced quality technological resources?	To comprehend the quality and capabilities of the technology resources given by different providers