

QUALITY OF ACCOUNTING INFORMATION IN ENTERPRISE MANAGEMENT

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High-quality accounting information is essential for the effective management of any organization. It is crucial for:

- decision-making;
- monitoring financial performance;
- compliance with legal and regulatory requirements;
- maintaining the trust of stakeholders.

Good accounting information helps organizations identify key business drivers, track progress, and identify potential problems before they become serious. It also enables management to comply with legal and regulatory requirements, including tax laws, which directly affect the financial position of the enterprise, as violations of tax accounting laws are subject to penalties. In addition, high-quality accounting information increases stakeholder confidence and improves the organization's reputation.

Conversely, poor accounting information can lead to ineffective management, poor decision-making, financial losses, and even legal liabilities. Such ineffective decisions may result in financial losses, lost opportunities, and other unfavorable consequences for the company. Inadequate accounting information can also create risks of non-compliance with legal and regulatory requirements, resulting in financial penalties and other legal obligations. In addition, inaccurate accounting information can undermine stakeholder confidence, leading to reputational risks that could harm the organization's future prospects.

To a greater extent, the problem of accounting information quality is an issue for medium and large businesses that have a large organizational structure, their own entrepreneurial (corporate) culture, and operate in different regions and even countries. For such businesses, reliable and relevant accounting is the basis for making management decisions. Unlike large enterprises, small businesses may keep simplified accounting or not at all, which forms only the basic requirements for quality accounting information - compliance with applicable law.

In recent years, both scholars and practitioners have emphasized the importance of quality accounting information for effective management. M. Bondar [1] argues that accounting is an information subsystem of management, and high-quality accounting information is necessary for making informed management decisions. N. Tsehelnik and T. Haiduchok [13] show the process of forming accounting information and its further reflection in the reporting, emphasizing the importance of accurate and complete accounting information for effective financial management. I. Ometsinska [10] provides a critical analysis of the economic essence and quality criteria of accounting information, noting that quality accounting information is essential for effective and efficient management. L. Hutsalenko [4] emphasizes the importance of improving the quality and predictability of accounting information to ensure the company's profitability.

O. Kolisnyk [8], T.O. Gorbach et al. [3] have contributed to the study of the concept of information quality, they show the theoretical foundations of the study of the quality of accounting information in financial statements and note that high-quality accounting information is a key factor in ensuring transparency and accountability of financial statements, which is important for other users of accounting information, not only managers.

O. Budko [2] and N. Yershova [5] present a methodological approach to assessing the quality of accounting information, emphasizing the importance of objectivity and reliability in financial reporting. B. Zasadnyi [7] proposes a comprehensive approach to assessing the quality of accounting information, which takes into account not only the accuracy and completeness of information, but also the timeliness and relevance of financial statements. L. Pylypenko [11] considers different approaches to ensuring the

quality of accounting information, emphasizing the importance of the internal control system to ensure the accuracy, reliability and completeness of financial statements.

Thus, the literature emphasizes the importance of quality accounting information for effective management, including principles such as accuracy, completeness, reliability, relevance and timeliness. Establishing financial reporting guidelines and regulations, as well as implementing internal controls, are key factors in ensuring the provision of high-quality accounting information. However, along with numerous studies reflecting the theoretical aspects of quality information, there is a lack of a clearer understanding of the criterion of quality accounting information for business management in the context of transformation. This study includes the necessary quality criteria implemented by European accounting standards and allows to form a new conceptual approach to the assessment of accounting information of domestic business.

In the context of doing business, the quality of accounting information means the accuracy, reliability, relevance and timeliness of the financial data provided by a company's accounting system. To ensure the quality of accounting information, various regulatory frameworks and standards have been established in Europe. The most famous of these include International Financial Reporting Standards, EU accounting directives, generally accepted accounting principles.

1. International Financial Reporting Standards (IFRS) are a set of globally recognized accounting standards developed by the International Accounting Standards Board (IASB). They are intended to provide a common accounting language for companies to use so that they can prepare transparent and comparable financial statements.

2. The European Union Accounting Directives are designed to harmonize the accounting practices of its member states. These directives regulate such areas as the presentation of financial statements, consolidated reports and disclosure requirements.

3. Generally Accepted Accounting Principles (GAAP) are the accounting rules, standards and conventions followed by businesses in a given country. Although they may differ from IFRS, they are intended to ensure the quality and consistency of accounting information.

To ensure and maintain the quality of accounting information in Europe, various regulatory frameworks and standards are in place, such as IFRS, EU Accounting Directives, and national UAS. In Ukraine, however, the criteria for the quality of accounting information are defined by national documents, in particular, NSAU No. 1 [6] and the Conceptual Framework for Financial Reporting [9]. In these two documents, most of the qualitative characteristics of accounting information coincide, they are based on the criteria of clarity, reliability and comparability.

Table 1. Quality criteria for accounting information in accordance with national regulations.

Criteria.	NP(S)BA 1	Conceptual framework for financial reporting
Clarity and relevance	Comprehensibility	Relevance
	Relevance	Actuality
	Clarity	Credibility
Reliability	Reliability	Verifiability
Comparability	Comparability	Comparability
		Timeliness

Note: systematized by the author.

The Conceptual Framework identifies additional characteristics, such as verifiability and timeliness. However, in our opinion, reliability, comparability and verifiability are characteristics of the entire set of information - not just accounting information. All documents should be structured in such a way that they can be verified against actual data. Accounting information is the most accurate compared to other types of information because it is fully supported by primary documents, accounting

calculations, etc. Therefore, any business information that has the format of reports or primary documents can be verified.

With regard to timeliness, this characteristic is primarily the prerogative of management accounting information, as financial statements are submitted within certain timeframes and at regular intervals. The timeliness of accounting depends on the timeliness of the production, marketing, and warehouse departments, so it is difficult to shift responsibility for the timeliness of information solely to the accounting department.

Thus, the characterization of timeliness and verifiability as key criteria for the quality of accounting information is leveled. On the other hand, management accounting information must be timely, otherwise it loses its relevance.

Clarity of presentation affects understandability, and these criteria can be combined, but they depend to a greater extent on the way accounting information is presented to stakeholders. In many cases, it is the case that a manager without an accounting background cannot read accounting information and therefore needs to have it presented in a format that is more understandable to him or her. Accordingly, it can be concluded that accounting information needs to be systematized in accordance with the needs of the information consumer.

We support the position of the authors of the Conceptual Framework for Financial Reporting on the priority of such characteristics as relevance and fair presentation. For example, accounting information may be well-structured, understandable and comparable, but not relevant, i.e. unnecessary for a particular user of the information. Information should be appropriate or relevant, as stated in NP(S)BA 1.

To more accurately define the criteria for quality accounting information, let us turn to the research of domestic scholars. The quality of accounting information, according to the research of various domestic scientists, such as Bodnar M. [1], Horbach T.O. [3], Yershova N. [5], is defined as a set of objective properties and characteristics that determine the consumer value of a product (accounting information). The emphasis is placed on the practical usefulness of information, which is determined by such properties as completeness, density, value, usefulness and reliability of information. At the same time, quality should be considered from the standpoint of the consumer value of the object of accounting science under study, as suggested by N. Ershova. This perspective covers accounting systems, accounting information, financial statements, etc. and is aimed at meeting the needs of the object's consumers, such as system developers, users of accounting information, users of financial statements, i.e. the author defines the criterion of usefulness as the most important.

The understanding of the quality of accounting information has evolved over time, as the economy and society have developed. It has been recognized that information should be user-oriented, and even high-quality information loses its value if no one needs it. Thus, the quality of information is based on a set of its properties; the degree of its compliance with the needs of consumers (external and internal users); compliance with standards, norms and rules, as stated in the studies of Kolisnyk O. [8] and Ometsinska I. [10].

Although the basic principles of accounting information quality are similar in both European standards and norms and in the opinions of domestic scholars, there may be some differences in the emphasis and perceptions of various criteria.

Thus, regulatory and academic sources emphasize the importance of such characteristics as relevance, reliability, accuracy and timeliness of accounting information for effective decision-making and financial management. European standards and norms, such as IFRS, EU Accounting Directives and national UAS, are primarily focused on creating a common framework for accounting practices that ensure transparency, comparability and consistency of financial reporting. On the other hand, domestic scholars tend to emphasize the practical usefulness of accounting information, the use value and meeting the needs of various stakeholders, such as system developers, users of accounting information and users of financial statements. They also emphasize the importance of information being user-centered and compliant with standards, regulations and rules.

However, all these criteria for the quality of accounting information are largely determined subjectively, depending on the users of accounting information. To understand the criteria in more detail, let us identify the main consumers of accounting information in Table 2.

Table 2. Main consumers of accounting information.

Stakeholder	Required information
Managers	Financial statements, budgets and forecasts, cost information, key performance indicators, variance analysis, financial ratios and benchmarking, cash flow forecasting, other financial information
Investors	Financial statements, cash flow statements, auditor's reports, management's discussion and analysis, corporate governance information, information on the company's strategy, performance and risks
Creditors	Financial statements, credit reports, cash flow projections, audit reports, management's discussion and analysis, information on the company's liquidity, solvency and ability to meet its financial obligations
Customers.	Information about products, services, prices, delivery, customer service, warranties and representations of the company
Suppliers	Information on the company's financial stability and ability to pay bills on time, procurement process, product specifications and quality requirements, delivery expectations, payment terms
Employees	Information about the company's financial performance, compensation and benefits, training and development opportunities, health and safety, job security, and career opportunities
Regulatory authorities	Financial statements, audit reports, compliance reports, tax returns, environmental impact reports, information on the company's corporate social responsibility practices and policies, regulatory compliance and risk information
Government	Information on taxes, duties, regulations and laws affecting the company's activities, financial statements, audit reports, information on the company's economic and social impact on society, contribution to public welfare

Note: compiled by the author.

In order to meet the needs of all stakeholders of accounting information, accountants of domestic companies solve a number of tasks (Fig. 1).

Accountants must have a thorough understanding of both national and international accounting standards, as they can sometimes conflict with each other. The accountant's job is to apply the appropriate standards in accordance with the organization's goals and requirements, ensuring compliance and avoiding penalties.

Sometimes accountants may face pressure from management to adjust financial statements or present results in a certain way. It is the accountant's responsibility not only to comply with management's requirements, but also to maintain accurate and fair financial statements that are consistent with legal and ethical standards.

Truthful accounting plays a critical role in detecting and preventing fraud within an organization. Accountants must be diligent in identifying and reporting any suspicious transactions or financial discrepancies to preserve the integrity of the organization's financial records.

Accountants should ensure that financial reports are prepared and submitted on time, in accordance with relevant rules and standards. This helps to maintain transparency and provides valuable information to stakeholders, such as investors and creditors, for decision-making.

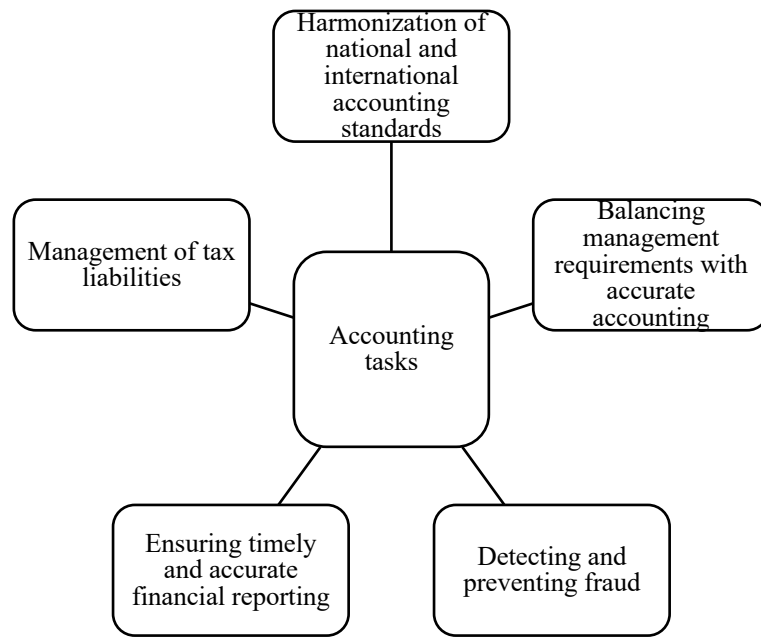


Figure 1. Tasks of accountants to prepare the necessary information for different stakeholders.

Accurate accounting is essential to accurately manage an organization's tax liabilities. Accountants must carefully track revenue, expenses, and other financial transactions to calculate and report taxes due, ensuring compliance with tax laws and avoiding potential penalties.

By accomplishing these tasks, accountants can maintain accurate and truthful accounting records, contributing to the overall success and credibility of the organization.

As a result, key criteria for high-quality accounting information can be formed, which depend solely on the work of the accountant:

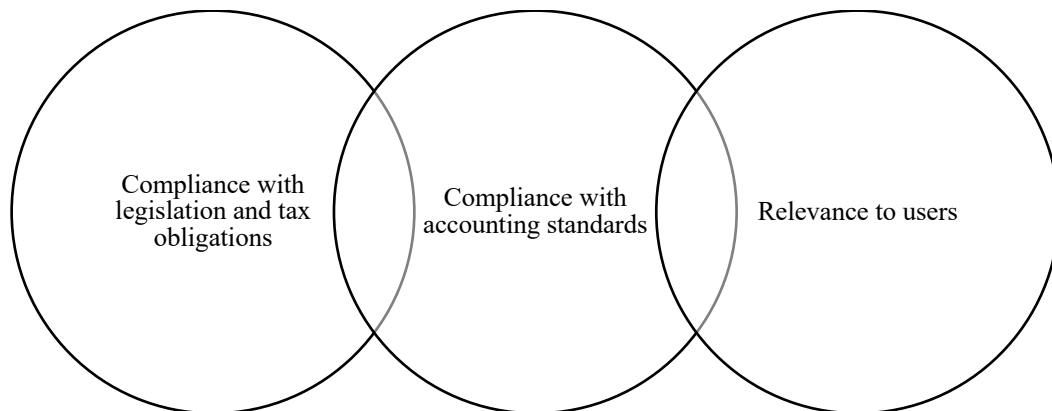


Figure 2. Basic criteria for quality accounting information prepared by an accountant.

When studying the peculiarities of building accounting information, you need to understand that the quality of accounting information can be affected by various external and internal factors. These factors require additional criteria for the accounting information to be used for enterprise management. The classification of factors is shown in Figure 3.

The regulatory environment plays a crucial role in shaping the accounting standards that organizations must follow. The use of different accounting standards in different countries can make it difficult for organizations to achieve consistency and comparability in their financial statements. This is especially important for enterprises engaged in foreign economic activity. Compliance with these standards is critical to the accuracy and reliability of accounting information. Legal and tax regulations determine how organizations must present their financial information. Changes in legislation may affect how organizations operate and what information they report. Failure to comply with these regulations can result in legal and financial penalties. Different industries have their own unique rules and requirements that may affect the way accounting information is presented. Compliance with these rules is essential to the preparation of accurate and reliable financial statements. Market conditions, such as competition, supply and demand, and economic growth, can affect an organization's financial performance. These factors can affect the accuracy and reliability of accounting information by affecting how financial transactions are recorded and reported.

Inflation can affect the value of assets and liabilities, which in turn can affect an organization's financial statements. It is important to consider the effect of inflation on financial information to ensure its accuracy and reliability. Accordingly, fluctuations in foreign exchange rates may affect an organization's financial performance, particularly for organizations operating internationally. Changes in exchange rates can affect the value of assets and liabilities, as well as revenues and expenses.

The development of accounting software can help organizations improve the accuracy and reliability of their accounting information. Accounting software can automate many accounting processes, reducing the risk of human error and increasing efficiency.

The introduction of new technologies can affect the accuracy and reliability of accounting information. These technologies can increase efficiency and reduce the risk of errors, but organizations must ensure that they use them appropriately and effectively.

Investors and shareholders are interested in the accuracy and reliability of an organization's financial information. They use this information to make decisions about investing in the organization and evaluating its financial performance.

Customers and suppliers rely on an organization's financial information to assess its financial strength and make decisions about doing business with the organization.

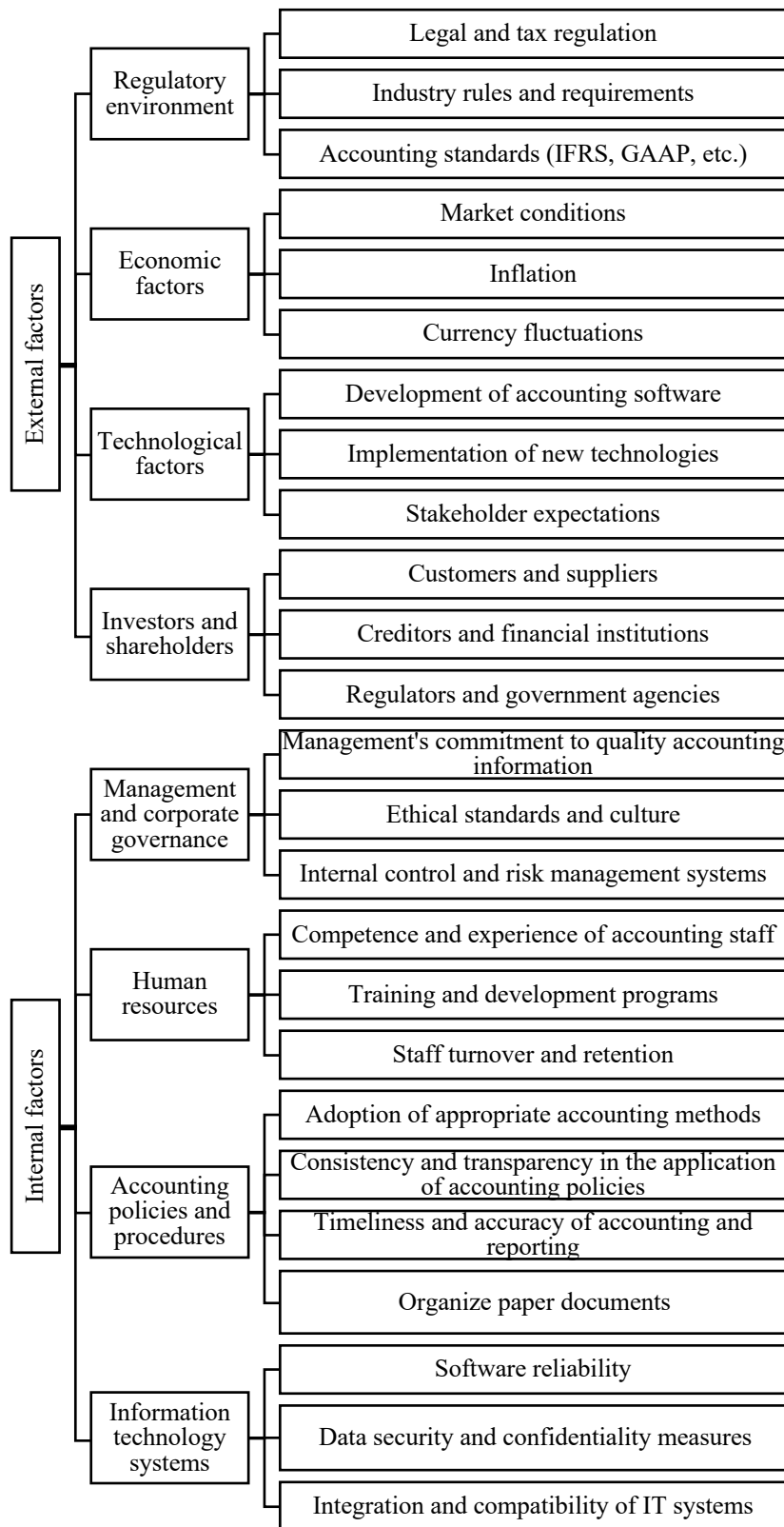


Figure. 3. Classification of factors affecting the quality of accounting information.

Note: systematized by the author.

Creditors and financial institutions rely on an organization's financial information to determine its creditworthiness and make lending decisions.

Regulators and government agencies use an organization's financial information to monitor compliance with regulatory requirements and make policy and enforcement decisions.

As for the internal factors affecting the quality of accounting information, the authors believe that they are crucial in the formation of reliable and relevant accounting information. The ability to generate quality accounting information depends on a number of factors.

Management's strong commitment to the preparation of quality accounting information is critical to ensuring the accuracy and reliability of financial statements. Management's willingness to invest in and maintain sound accounting policies and internal controls is critical to creating a culture that values accurate financial information. The additional data collection required to inform various stakeholders requires additional funding, and therefore the ability to implement a good accounting policy depends solely on management's initiative. Ethical standards and culture should be integrated into the company's policies and procedures, training programs and recruitment practices.

The effectiveness of the company's internal control systems and risk management processes is essential to ensure the accuracy and reliability of accounting information. A well-designed internal control system can prevent or detect errors, fraud, and other irregularities that could affect the quality of financial information.

The human factors available to the accounting department are also important.

The competence and experience of a company's accounting staff is critical to the preparation of quality accounting information. Proper recruitment, training, and development programs can help ensure that accounting personnel have the necessary skills and knowledge to perform their duties effectively.

Ongoing training and development programs can help ensure that accounting personnel stay abreast of changes in accounting standards, regulations and best practices. These programs should be tailored to the specific needs of each employee and focus on developing skills related to accounting, technology, and communications.

Staff retention is essential to maintaining a high level of quality accounting information. High staff turnover can lead to a loss of institutional knowledge, lower morale, and a lack of consistency in accounting practices. Companies should implement staff retention strategies that address remuneration, work-life balance, career development opportunities, recognition and rewards.

The company's accounting policies should be clearly defined, consistent and standardized. The use of proper accounting methods is essential to obtaining quality accounting information. Companies should choose accounting policies that comply with the accounting standards in their jurisdiction and accurately reflect the economic substance of transactions. Consistency and transparency of accounting policies and procedures are important to ensure high quality accounting information. Companies should document their accounting policies and procedures in a clear and concise manner, and these policies should be applied consistently throughout the organization.

The timeliness and accuracy of accounting records and reports are essential to producing high-quality accounting information. Companies need to ensure that their accounting records are complete, accurate and up-to-date, and that reports are prepared in a timely manner.

Organizing documents is one of the most important aspects of ensuring high-quality accounting information in any organization. A well-organized document storage and processing system helps ensure the accuracy and completeness of financial statements, control expenses and income, and increase work efficiency.

Running a successful business involves meeting various legal and financial requirements. The absence of relevant documents or their improper organization can lead to violations of legislation and other rules, as well as cause serious financial losses.

In today's environment, accounting information is stored in paper form. Despite the automation of accounting processes, accounting departments of Ukrainian enterprises must have all documents (copies) in paper form. The preservation of file cabinets and archives of primary documents is a key requirement for the accounting process, and therefore the speed of their processing depends on how efficiently paper documents are stored. Today, there are various methods of improving the storage of accounting information that allow you to store data in paper form safely and conveniently.

- Compact storage. Compact storage methods, such as digital storage devices (flash drives), can be used to store accounting information, which provide protection against wear and tear and damage,

and take up minimal space. These storage devices should also have a suitable storage space with labeling and grouping.

- Use of special folders and containers. Special folders and containers can be used to store accounting information, providing protection against water, dust, and wear and tear, as well as reducing the risk of document loss.
- Use a numbering system. You can use a numbering system to store accounting information, which allows you to track each document separately and provides quick access to the necessary data.
- Use of special devices. Special devices such as scanners and printers can be used to store credentials, allowing you to save and print documents quickly and conveniently.
- Regular data backup. To ensure the security of paper-based accounting information, it is necessary to regularly create backup folders on external media or in cloud storage.
- Use of encryption methods. To protect confidential information in paper form, you can use encryption methods, such as passwords or cryptographic keys.
- Use of an archiving system. To store accounting information, you can use an archiving system that allows you to reduce the size of files and save them in a secure format.
- Placement in a safe place. To ensure the security of accounting information in paper form, it is necessary to place documents in a safe place, for example, in a safe or in a room with an access control system.

Information support plays an important role in the organization of the modern accounting process. The use of appropriate and reliable accounting software and IT infrastructure is essential to producing high quality accounting information. Companies must ensure that their software and hardware meet their accounting needs, are reliable, secure and easy to use. In addition, the software should solve accounting problems in a comprehensive manner, as the use of different software shells leads to incompatibility of databases.

Data security and confidentiality measures are important to protect accounting information from unauthorized access, modification, or disclosure. It is important to ensure the protection of both electronic and paper-based documentary information.

Integration and interoperability of IT systems are critical to producing high quality accounting information. Companies need to ensure that their IT systems can effectively communicate with each other and that data can be transferred seamlessly between different systems. This requires careful planning and coordination between different departments and IT service providers.

In addition to these factors, the quality of accounting information depends largely on how well the accounting purpose is defined. Prior to the adoption of the Tax Code of Ukraine, tax accounting differed from financial accounting as it was based on the conceptual framework of accounting. The accounting information prepared in accordance with the Law “On Amendments to the Law of Ukraine ‘On Corporate Profit Tax’” differed significantly from the information prepared on the basis of financial accounting. Business entities were focused on complying with tax legislation, but did not always follow the conceptual framework of accounting. Although the situation has somewhat improved with the adoption of the Tax Code of Ukraine, there is still a risk of “taxation” of accounting and insufficient consideration of the information needs of users of accounting information, such as investors, banking and other credit institutions, buyers, and others. A striking example is the definition of profit as a key indicator of enterprise performance, while in developed countries the key indicator is net cash flow. It can be concluded that to a greater extent, Ukrainian enterprises still orient their accounting and analytical system towards tax legislation for the purpose of further taxation of profits, while foreign enterprises - for investment inflows, for which the key indicators are cash flows.

Indeed, proper organization of accounting is a critical factor in ensuring quality accounting information. By following the following basic criteria, a company can achieve a well-organized accounting system.

- Compliance with regulations and standards. Adherence to relevant accounting standards (such as IFRS or GAAP) and legal requirements ensures that accounting information is consistent, transparent and comparable.

- Clear accounting policies and procedures. Establishing and adhering to well-documented accounting policies and procedures helps ensure consistent and accurate accounting records and reporting.
- Effective internal controls. Implementation of effective internal controls and risk management processes minimizes the risk of errors, fraud and misstatements in accounting records, increasing the reliability of accounting information.
- Competent and trained staff. Hiring qualified accountants and providing opportunities for ongoing training and development ensures that accounting staff are up-to-date with current accounting practices and regulations..
- Effective use of technology. The use of advanced accounting software and IT systems improves the accuracy, timeliness and efficiency of accounting processes, reducing the risk of errors and improving the overall quality of accounting information.
- Regular monitoring and verification. Periodic reviews and audits of the accounting system and processes help identify potential opportunities for improvement and ensure that the system meets constantly changing standards and requirements.
- Adaptability and flexibility. A well-organized accounting system should be able to adapt to changes in the business environment, such as changes in regulations, industry requirements, or technological advances. The ability to adapt and respond to these changes ensures that the accounting system remains relevant and effective in providing high quality accounting information.
- Proper documentation and record keeping. Maintaining accurate and organized documentation of accounting transactions and records is essential for effective decision-making, regulatory compliance, and financial reporting.
- Segregation of duties. Ensuring a clear division of responsibilities between accounting staff helps prevent errors, fraud, and manipulation of financial information by creating a system of checks and balances.
- Timely and transparent communication. Open and timely communication of financial information between management, accounting staff, and other stakeholders contributes to a better understanding of the company's financial position and performance, which leads to more informed decision-making.

By focusing on these basic criteria, a company can create a well-organized accounting system that will ensure high quality accounting information, which will ultimately lead to better decision-making, improved financial management, and increased stakeholder confidence.

Let's summarize the factors that can improve the quality of accounting information and those that can deteriorate it.

Table 3. Positive and negative factors affecting the quality of accounting information.

Positive	Negatives
Compliance with accounting standards and rules	Deviations from legislative norms and accounting rules
Effective internal control	Insufficient internal control
Competent and well-trained staff	Insufficient training and competence of staff
Advanced technologies	Outdated or incompatible technologies
Clear accounting policies and procedures	Inconsistent or unclear accounting policies and procedures

For effective management, accounting information is crucial because it helps to make informed decisions and evaluate the performance of an organization. The following types of accounting information are important for effective management.

- Financial statements. These include the balance sheet, income statement, cash flow statement, and statement of changes in equity. Financial statements provide a complete picture of the company's financial position, profitability, and cash flows.

- Budgets and forecasts. Budgets outline an organization's financial goals and resource allocation for a certain period, while forecasts predict future financial performance. Both documents are important for planning and controlling the company's financial activities.
- Information on cost accounting. This includes data on the cost of products, services, and activities. Cost accounting helps managers understand the profitability of different segments, make pricing decisions, and identify areas for cost optimization.
- Key performance indicators (KPIs). These are measurable values that demonstrate the effectiveness of a company in achieving its goals. KPIs help managers track progress and identify areas for improvement.
- Deviation analysis. Comparing actual results with budgets or forecasts helps managers identify deviations and take corrective action if necessary.
- Financial ratios and benchmarking. Financial ratios help assess a company's performance, liquidity, solvency, and efficiency. Comparing these ratios with industry standards or competitors' indicators gives an idea of the competitive position of the organization.
- Break-even analysis. Helps managers determine the level of sales required to cover costs and identify the profitability potential of various products or services.
- Cash flow forecasting. These forecasts help managers plan and control cash inflows and outflows to ensure that the company has sufficient liquidity for operations and investments.
- Non-financial information. While not strictly accounting information, non-financial data (e.g., customer satisfaction, employee engagement, and sustainability performance) can also be critical to effective management, as they provide insight into the broader performance and impact of an organization.

It should be noted that most of the information is prepared by other specialists than accountants. Let us consider the sources of information necessary for management in Table 4.

Table 4. Sources of necessary accounting information.

Type of information	Responsible department of the enterprise
Financial statements	Finance and Accounting Department
Budgets and forecasts	Financial department, planning department
Information on expenses	Finance, accounting or cost accounting department
Key performance indicators (KPIs)	Finance department, HR department, operations department
Analysis of deviations from targets	Finance department, planning department, operations department
Financial ratios and benchmarking	Financial department, analytical department
Cash flow forecasting	Finance Department, Treasury
Other non-financial information	Human Resources, Marketing, Operations, IT, Accounting, and Finance departments

To ensure that the accountant can provide the necessary information for effective management, some recommendations can be made to improve the work of the accounting department. Let us consider some important steps that the accounting department should take in order to prepare high-quality accounting information for management purposes.

Cross-functional collaboration is the most important step to take to produce quality management information. It is important for the accounting department to establish strong channels of communication and collaboration with other departments (e.g., economic, finance, and operations) to collect relevant data and better understand the overall performance of the company. This can be accomplished through regular meetings, shared software platforms such as Microsoft Teams, Slack, or Asana, and shared workspaces. By fostering teamwork and knowledge sharing, the accounting

department can better understand the unique needs and goals of each department, resulting in more accurate and up-to-date financial data.

Continuous training of the accounting department. It is important that the company's policy is to provide ongoing training to the accounting staff to ensure that employees are aware of the latest accounting standards, management accounting practices, and financial reporting requirements to ensure the accuracy and relevance of the information provided. Management should encourage accounting staff to pursue professional development by attending conferences, seminars, and online courses. They can obtain certifications in specialized software such as QuickBooks, Xero, or Sage, and learn about new technologies such as blockchain and artificial intelligence. This will help them keep up with the latest industry trends and best practices.

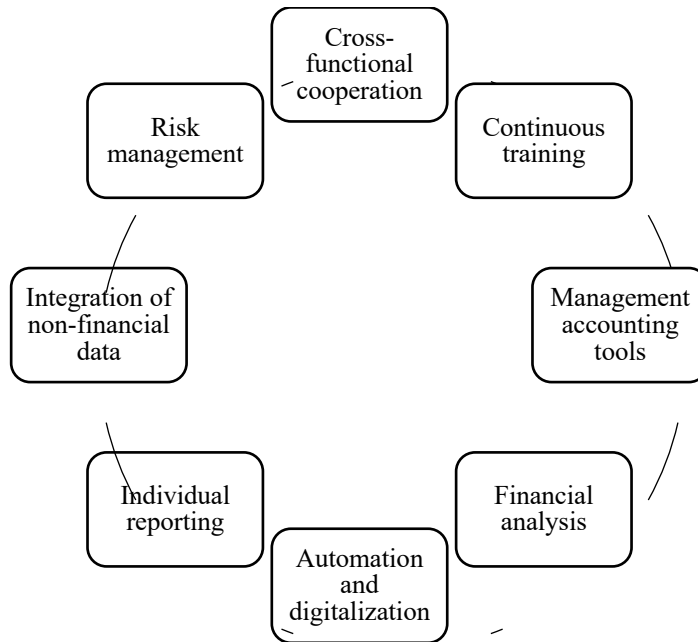


Figure 4. Necessary criteria for improving accounting processes to obtain quality management information.

Management accounting tools are the main way to integrate all information flows. At the enterprise level, it is important to use tools such as budgets, forecasts, cost analysis, and key performance indicators (KPIs) to provide management with actionable information about the company's performance and financial position. It is important to implement management accounting tools such as Activity-Based Costing (ABC), Balanced Scorecard, and Key Performance Indicators (KPIs) to improve decision-making and performance measurement. These tools can be integrated with existing accounting software or implemented using specialized software such as IBM Cognos, SAP, or Oracle Hyperion..

Financial analysis. The accounting department should provide complete and reliable data to the analytics department so that regular financial analysis can be conducted to identify trends, areas for improvement, and potential risks. This will allow the accountant to provide management with valuable information for strategic decision-making. In addition, given that financial analysis has a permanent structure and algorithms, the accounting department can independently implement the rule of reporting in the form of financial analysis on accounting results without involving outside employees. It is worth expanding the capabilities of financial analysis in accounting by using modern data analysis tools such as Tableau, Power BI, or Alteryx. These tools will help accountants to analyze financial data more effectively, identify trends and patterns, and provide valuable information for making management decisions.

DEVELOPMENT OF MANAGEMENT IN THE CONDITIONS
OF INTERNATIONAL INTEGRATION PROCESSES

Automation and digitalization are the main way to improve accounting processes and, based on them, obtain all the necessary financial indicators in the dynamics, which is important for making management decisions. Businesses need to work on implementing modern accounting software and tools to automate routine tasks, reduce manual errors, and improve the accuracy and timeliness of financial information. Automation is possible using various programs, including robotic process automation (RPA) software such as UiPath or Blue Prism. All financial documents should be digitized, and electronic invoices and payments should be implemented to reduce manual work and increase efficiency.

Table 5. The most popular software products for financial analysis at medium and large enterprises.

Program name	Description and characteristics	Advantages and disadvantages
Oracle Essbase (https://www.oracle.com)	Fast development of complex calculations, determination of business efficiency, adjusts to business tasks with modeling of complex business scenarios in a short time	Advantages: Excellent integration with MS Office. Reporting tools can satisfy a large number of user needs to obtain information about the current state of the company. Easy and intuitive understanding of the interface
Jirav (https://www.jirav.com/)	An innovative product in business planning. Allows you to develop a budget, forecast and report for companies with 5 to 500 employees	Advantages: Easy to set up and use. Possibility to use a free trial version for 14 days. User-friendly and intuitive interface. Ability to connect to NetSuite, Intacct, QuickBooks, and Xero. Disadvantages: Limited number of visualizations. It is very slow.
Fathom (https://www.fathomhq.com/)	It is a tool designed to generate management reports, financial analysis, assess business performance, track trends, and identify opportunities for improvement.	Advantages: High quality assessment of profitability, cash flow, growth and other key performance indicators (KPIs). Creation and analysis of your own KPIs. Ideal service for creating monthly, quarterly, and annual reports. Ability to combine up to 200 companies. Disadvantages: No possibility to receive non-financial information. It is difficult to create your own formulas.
Limelight (https://limelightanalytics.com/)	A service for medium-sized businesses. Automates manual information processing: collects and consolidates data for quick report generation.	Advantages: The easiest software for financial statements. The best service for budgeting. The best service for financial reporting. Reasonable price. Disadvantages: Difficult to work with building templates.
PayPie (https://www.paypie.bb/)	A set of effective tools for risk forecasting and assessment	Advantages: Easy integration with QuickBooks and Sage online, which simplifies the administration of all cash flows. Accurate forecasts for making informed financial decisions. Disadvantages: Few opportunities to interact with financial partners. Difficult first setup process.
Business Radar (https://www.businessradar.com/en/)	Financial reporting and forecasting service for corporate management.	Advantages: The most simple and intuitive service for creating reports. Disadvantages: Sometimes it is difficult to connect to the service. Long integration time, the need to constantly contact technical support.

DEVELOPMENT OF MANAGEMENT IN THE CONDITIONS
OF INTERNATIONAL INTEGRATION PROCESSES

Program name	Description and characteristics	Advantages and disadvantages
Qvinci (https://www.qvinci.com/)	A powerful additional tool for preparing reports. Displays all profits, losses, and balance sheet, with consolidated and parallel view of reports.	Disadvantages: Poor technical support. Not much different from QuickBooks except for speed. Possibility for financial users at the unit level to sabotage the comparison of financial indicators in the group.
Checkmy Books (https://www.checkmybooks.co.uk/)	A service that automatically checks customer accounting records, analyzes each transaction and highlights issues for consideration. It is possible to drill down to individual accounts and transactions.	Advantages: An ideal service for keeping track of accounting records. Disadvantages: No trial version
Financial Statement Analysis (https://www.appforfinance.com)	The service is designed for companies that use IFRS and GAAP accounting standards for in-depth assessment of business performance	Advantages: Provides a professional level of analysis of financial issues. The ability to use different software options and transfer unnecessary functions from the main to an additional field of work. Disadvantages: The additional panel is not well customized, some parameters are not available
Flexi (https://www.flexi.com)	A mobile financial management service for large corporate organizations. Implementation will help to effectively manage complex accounting operations. It can be deployed locally, in a cloud service, or in a hybrid environment.	Advantages: Eliminates manual data entry (minimizing errors). Possibility of continuous closing, which saves time for preparing financial information analysis by the closing deadline (month, quarter, year). Ability to manage finances for multiple companies simultaneously Access to real-time data for more informed decision-making. Disadvantages: Designed for large companies in specific industries, so it may not be useful for small companies. No integrated payroll management functions

Note: compiled by the author based on materials from the official websites of the developers.

The use of this software is based on accounting information, and therefore ready-made financial indicators and reports can be obtained by importing accounting data.

Individualized reporting allows you to receive clear answers to requests made by the management department. With the use of special programs, the accounting department can generate customized financial reports and dashboards to meet the specific information needs of various stakeholders, such as department heads and top management. It is advisable for accountants to customize financial reports to meet the specific needs of different stakeholders in the organization. This can be achieved by using reporting tools such as Crystal Reports, Microsoft Power BI, or Tableau, which allow you to create customized reports with relevant data for each audience.

Integration of non-financial data. It is important for the accounting department to work with other non-financial departments to integrate relevant non-financial data (e.g., operational metrics, customer satisfaction, and employee performance) into financial reports to provide a more complete picture of the company's performance. You can expand the scope of accounting information by including non-financial data, such as environmental, social and governance (ESG) factors. This can be done with the help of specialized software such as Enablon, GRI or CDP, which allows organizations to collect, analyze and report on non-financial indicators.

Risk management allows proactively identifying and assessing potential risks (financial, operational and compliance) and providing recommendations to management on how to mitigate and

control risks. This can be achieved through the use of risk management software such as RSA Archer, Riskalyze, or LogicGate, which can help organizations track and manage risks more effectively.

By following these steps, accountants can enhance their role in providing valuable and relevant information to management to make strategic decisions and improve overall company performance..

Assessment of the quality of accounting information is important for any enterprise or organization interested in improving management efficiency. The quality of accounting information can be assessed using various methods.

Normative method. In practice, it is very important to constantly monitor changes in legislation and accounting standards to ensure compliance. Companies should train their accounting staff to be aware of the latest regulations and implement internal control systems to ensure that these regulations are applied correctly. For example, the organization may hold periodic training sessions or seminars on updates to financial reporting standards or tax laws. Key indicators of the study:

- Compliance with the law. Assessing whether accounting information complies with applicable laws and regulations.
- Compliance with accounting standards. Evaluating whether accounting information complies with local and international accounting standards, such as IFRS or GAAP.
- Internal control procedures. Evaluating the effectiveness of internal control procedures in ensuring the accuracy and reliability of accounting information.

Statistical method. The practical use of statistical methods involves the application of various techniques, such as correlation analysis, regression analysis, and analysis of variance, to assess the quality of accounting information. For example, accountants can use these methods to identify trends and anomalies in financial data that may indicate errors or fraud. A practical approach to implementing a statistical method may include using Excel or specialized statistical software such as SPSS or R to perform these analyses. Key indicators:

- Variance analysis. Comparing actual results with budget or forecasted figures to identify discrepancies and potential opportunities for improvement.
- Trend analysis. Analysis of historical financial performance to identify patterns and trends that may affect the quality of accounting information.
- Ratio analysis. Calculation of financial ratios to assess the company's financial condition and the effectiveness of its accounting practices.

The expert method. In practice, organizations may engage external auditors or consultants with accounting expertise to assess the quality of their accounting information. In addition, companies may create internal audit teams or form expert review committees to analyze and evaluate accounting data. For example, a company may hire an external auditor to conduct a comprehensive review of its financial statements to ensure that they comply with required accounting standards and accurately reflect the company's financial position. Key data:

- Expert survey. Obtaining information from experienced professionals in the field of accounting and finance to assess the quality of accounting information.
- Benchmarking. Comparison of the company's accounting practices and information quality with the best industry practices and top performers.
- Peer review. Collaboration with other experts to assess and improve the quality of accounting information.

Sociological method. To effectively use the sociological method, companies can conduct surveys or interviews with their stakeholders, such as investors, customers, and employees, to obtain feedback on the quality and usefulness of accounting information. This feedback can be used to identify areas for improvement and make necessary adjustments to the company's accounting practices. For example, a company may conduct a survey among its investors to understand their preferences for financial statement presentation and disclosure and use the results to improve the transparency and relevance of its financial statements.

- User satisfaction surveys. Conducting surveys to assess the satisfaction of users (e.g., managers, investors, creditors) with the accounting information provided.

- Focus groups. Organizing a focus group with key stakeholders to collect qualitative feedback on the quality of accounting information and areas for its improvement.
- Case studies. Study the experience of other companies that have successfully improved the quality of their accounting information and implement the lessons learned.

Finally, the enterprise can create and implement a comprehensive quality indicator (CQI) that includes ratings for all relevant parameters to provide an overall assessment of the quality of accounting information. To do this, assign a weight to each parameter according to its importance and calculate a weighted average.

Here is an example of a table that will help to visualize the components of the accounting information quality indicator (Table 6).

Table 6. Components of the accounting information quality indicator.

Parameter.	Weight	Rating (1-5)	Weighted rating
Compliance with the law	0.15	4	0.60
Compliance with accounting standards	0.15	5	0.75
Internal control procedures	0.15	3	0.45
Analysis of deviations	0.10	4	0.40
Trend analysis	0.10	5	0.50
Ratio analysis	0.10	4	0.40
Expert opinion	0.10	3	0.30
User satisfaction	0.10	4	0.40

In this example, each parameter is assigned a weight that reflects its importance in assessing the quality of accounting information. The score for each parameter ranges from 1 (lowest) to 5 (highest). The weighted score is calculated by multiplying the weight by the rating (Table 7).

Table 7. Composite indicator of the quality of accounting information.

Indicator	0.05	5	0.25
Comprehensive quality indicator (CQI)	1.00	-	4.05

The Composite Quality Indicator (CQI) is the sum of the weighted scores. In this example, the CQI is 4.05, which means that the overall quality of the accounting information is good, but there is room for improvement.

Developers of the indicator can adjust the weights and ratings to meet specific management needs and priorities. By tracking CQI over time, the effectiveness of efforts to improve the quality of accounting information can be assessed.

The frequency of the CQI review depends on various factors, such as the size of the organization, the complexity of its operations, and the level of risk associated with the business. However, it is important to assess the quality of information on a regular basis to ensure effective management and make informed decisions. It is recommended to conduct quality assessments on a monthly, quarterly and annual basis.

Monthly reviews. Conducting a monthly analysis of accounting information can help identify errors or inconsistencies in a timely manner. This allows management to take corrective action, adjust budgets, or make necessary changes to the organization's financial plans.

Quarterly reviews. A more comprehensive assessment of the quality of accounting information can be conducted on a quarterly basis. This provides a broader view of the organization's financial

performance and allows management to identify trends and patterns, as well as areas that may need improvement.

Annual audit. An annual audit conducted by external auditors provides an independent assessment of the organization's financial statements, internal controls, and accounting practices. This helps to ensure that the accounting information is accurate, reliable and complies with relevant regulations and standards..

Special audits. In addition to regular audits, it is important to assess the quality of accounting information when significant changes occur in an organization, such as mergers, acquisitions, or the implementation of new accounting systems.

Thus, effective accounting information plays an important role in the business decision-making process. It provides insight into the company's financial performance, helps identify areas for improvement, and supports strategic planning. However, poor quality accounting information can have significant implications for business management, which can negatively impact a company's financial stability, reputation, and future prospects..

Misinformed decision-making. Inaccurate or incomplete accounting information can lead management to make poor decisions. This can lead to poor investments, inefficient use of resources, and missed opportunities. Such decisions can have a significant impact on the company's financial performance, undermine investor confidence and damage the company's reputation.

Legal consequences. Poor quality accounting information can lead to legal and regulatory problems for the company. This could result in fines, penalties, or lawsuits from government agencies, shareholders, or creditors. In addition, financial misstatements or omissions could lead to a loss of public confidence and damage the company's reputation, resulting in a decrease in its market value.

Limited access to capital. Inaccurate financial information can make it difficult for a company to obtain financing from investors or lenders. It can also lead to higher borrowing costs or higher interest rates. This can limit a company's access to capital, negatively impacting its ability to grow, expand or compete with other businesses.

Неефективний внутрішній контроль. Низька якість бухгалтерської інформації може свідчити про неефективність системи внутрішнього контролю. Без надійних фінансових даних керівництво може бути не в змозі здійснювати моніторинг і контроль фінансових операцій, що призводить до шахрайства, незаконного привласнення коштів або інших фінансових порушень. Це може призвести до судових або регуляторних позовів, втрати репутації та фінансових втрат для компанії.

Loss of reputation. Poor quality accounting information can damage a company's reputation, resulting in the loss of customers, suppliers and investors. It can also lead to negative publicity, which can negatively impact the company's image and long-term success.

In conclusion, it is important to understand the various aspects that affect the quality of accounting information and its role in management decision-making. High-quality accounting information must be reliable (i.e., compliant with applicable law) and relevant (i.e., based on which different stakeholders make different decisions). It should be relevant and useful for decision-making, while ensuring that the information is accurate and free from bias. In addition, the information should be available in a timely manner to assist in making timely decisions, and should be consistent and comparable to facilitate analysis and benchmarking.

The quality of accounting information can be affected by various external and internal factors. Internal factors, in particular the company's policy on accounting culture, have a greater impact. Other important factors include the competence and integrity of management and staff, accounting policies and practices, the effectiveness of internal control systems, and the use of information technology. It is very important for organizations to consider these factors to maintain the quality of accounting information and to facilitate informed decision-making.

Accounting information serves a variety of management purposes, such as planning and controlling operations, monitoring performance, evaluating the effectiveness of resource allocation, and making strategic decisions. This information includes financial statements, budgets, forecasts, key performance indicators, and various analyses that provide insight into the financial position and

performance of an organization. To obtain this information, the accounting department must work closely with other departments of the enterprise and be in a single information system with them. In order to avoid expanding the company's staff, it is advisable to use modern software that generates financial reports and forecasts based on accounting data.

Assessment of accounting information is a vital process that ensures the quality, relevance and reliability of information. The quality of accounting information can be assessed using various methods. The authors propose an indicator of the quality of accounting information that can be developed by enterprises individually, in accordance with their expectations and goals. This assessment process enables organizations to identify areas for improvement and maintain the highest standards of financial reporting and analysis.

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