



Article

The Impact of Re-engineering Banking Accounting Operations on Achieving Financial Balance: An applied study of a sample of employees in Rafidain Bank AL-Diwaniyah Governorate

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Abstract: The current research aims to measure the impact of the re-engineering of banking accounting processes, which include (human requirements, organisational requirements, and technological requirements), on achieving financial balance represented by (financial solvency, financial flexibility, profitability, and financial liquidity) among a sample of employees at the Rafidain Bank. To examine, analyse, and diagnose the issues faced by Rafidain Bank, the research problem was formulated as a question stating (what is the impact of re-engineering banking accounting processes on achieving financial balance?). In light of the nature of the problem, the aim, and the significance of the research, an analytical descriptive approach was used to construct and analyse the variables, relying on a questionnaire tool to collect the necessary data to measure the level of the variables. , thus 100 questionnaires were distributed and 87 were returned, of which 4 were damaged, meaning that the number of valid questionnaires for analysis is 83, resulting in a response rate of 83%. For analysis of the results, the research relied on two packages, namely (SPSS & AMOS), to extract the required results. The research yielded several important findings, chief among them the existence of a correlation and impact of re-engineering bank accounting processes on achieving financial balance. This implies that Rafidain Bank focuses on supporting its internal and external requirements to ensure achieving a distinction in the necessary skills and capabilities to achieve financial balance, and subsequently building the infrastructure of banks by investing in available opportunities and addressing threats and weaknesses.

Keywords: Re-Engineering Banking Accounting Operations, Financial Balance, Rafidain Bank.

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1. Introduction

The information revolution and the tremendous progress in information technology, along with the numerous changes and rapid developments it has brought about in the business environment, have significantly impacted the performance of economic units in achieving the objectives of companies. In light of these developments, achieving financial balance constitutes a fundamental pillar and an important goal for any company, as it enables the internal capabilities of companies to gather reliable, complete, and investment-ready information, and then analyse and organise this information in a more important and precise manner, which primarily depends on the re-engineering of accounting processes in banking [1], [2].

Financial balance represents the fundamental objective for companies to avoid the risk of bankruptcy and ensure their survival and continuity in the market, aimed at creating wealth and expanding their activities in the future [3]. One cannot ascertain the ability and potential of institutions and companies to achieve financial balance and assess its status until it is realised. The re-engineering of banking accounting processes is the means through which an evaluation aimed at creating a good financial balance can be built, relying on the (human, organisational, and technological) requirements that represent a fundamental pillar in creating financial balance [4], [5].

Consequently, companies are striving amidst the complexity and expansion of their activities to adopt a significant approach to achieving financial balance and working to maintain stability in their financial position by recognising the role of accounting process engineering, utilising internal and knowledge-based capabilities, whether on a human, organisational, or technical level, to address threats and build the company's efficiency and effectiveness, identifying strengths and addressing weaknesses, which impedes companies' ability to create a clear vision regarding the financial resources that can be leveraged by following financial determinants that align with their internal requirements and activities, in order to build and create a financial structure that contributes to achieving a good degree of financial balance, which, in turn, can generate investment opportunities that enhance stability and continuity in the targeted markets [6].

2. Materials and Methods

First: Research Problem

The re-engineering of banking accounting processes represents one of the most important modern methods adopted by Rafidain Bank in order to build a high efficiency for assessing financial performance and improving its competitive capabilities. Re-engineering banking accounting processes works on restructuring the accounting procedures adopted by banks to ensure good improvement in the quality of targeted financial information, in addition to making clear financial decisions that contribute to achieving financial balance, thereby ensuring banking stability and growth. Furthermore, re-engineering banking accounting processes contributes to reducing operational costs through the investment in modern technologies by automating data, which enhances its capabilities in processing information with high accuracy, and this, in turn, helps Rafidain Bank to adapt to rapid events in financial markets.

Banks can reduce financial errors and improve transparency by fostering trust between customers and investors, thereby enhancing the relationship between the Re-engineering Banking Accounting Operations and financial balance, as they represent the core of addressing current economic challenges. This improves the internal operations of banks and enhances their services. Consequently, strengthening the relationship between the Re-engineering Banking Accounting Operations and financial balance is a significant goal for building the capabilities and potential of the Rafidain Bank in target markets and improving its ability to analyse and interpret available data and information, as well as making positive decisions that directly and indirectly impact these banks. Thus, the research problem is formulated into an important question: (What is the impact of Re-engineering Banking Accounting Operations on achieving financial balance?), and to address this question, the following inquiries must be addressed:

1. What is the level of Re-engineering Banking Accounting Operations at Rafidain Bank?
2. What indicators does Rafidain Bank adopt to achieve financial balance?
2. Does Rafidain Bank have adequate mechanisms, including the human, organizational, and technological requirements, through which it can build and achieve financial balance?
3. What is the level and nature of the relationship between Re-engineering Banking Accounting Operations and financial balance at Rafidain Bank?

Second: Research Importance

The research gains its importance through the focus on studying the gap between the re-engineering of banking accounting processes and financial stability, as well as focusing on enhancing the financial efficiency of the Rafidain Bank and assisting it in adapting to

the good requirements in the targeted markets by achieving financial balance. The significance of the research can also be identified as follows:

1. Contribute to the Re-engineering Banking Accounting Operations to ensure improved accuracy of the financial information used by Rafidain Bank, with the goal of achieving speed and responsiveness in its financial decisions.
2. Enhance Rafidain Bank's ability to adopt modern tools for analyzing financial data and information, enabling Rafidain Bank to reengineer its banking accounting processes to identify strengths and weaknesses in its financial performance, thus achieving the desired level of financial balance.
3. Direct Rafidain Bank's focus toward reducing operating costs and improving its efficiency in resource investment, thus enhancing its internal capabilities to achieve financial balance.

Third: Research Objectives

The current research aims to measure the impact of the re-engineering of banking accounting processes represented by (human requirements, organisational requirements, and technological requirements) on achieving financial balance represented by (financial solvency, financial flexibility, profitability, and financial liquidity) among a sample of employees at the Rasheed Bank. The research also aims to:

1. Determine the level of Re-engineering Banking Accounting Operations at Rafidain Bank.
2. Identify the indicators adopted by Rafidain Bank to achieve financial balance.
3. Demonstrate the extent to which Rafidain Bank possesses the human, organizational, and technological requirements necessary to build and achieve financial balance.
4. Measure the level and nature of the relationship between Re-engineering Banking Accounting Operations and financial balance at Rafidain Bank.

3. Results and Discussion

Fourth: Hypothetical Outline and Hypothesis Development

The purpose of this section is to construct a hypothetical framework regarding the relationship between the research variables in order to propose suitable solutions and alternatives to address the research problem and the knowledge gap that the research suffers from, establishing the relationship between these variables, and subsequently achieving the objectives that the research aims to achieve in accordance with the following variables:

The independent variable: This represented the Re-engineering Banking Accounting Operations, measured through three dimensions: human requirements, organizational requirements, technological requirements. **The dependent variable:** This included Financial Balance, with four dimensions: financial solvency, financial flexibility, profitability, financial liquidity, see Figure 1.

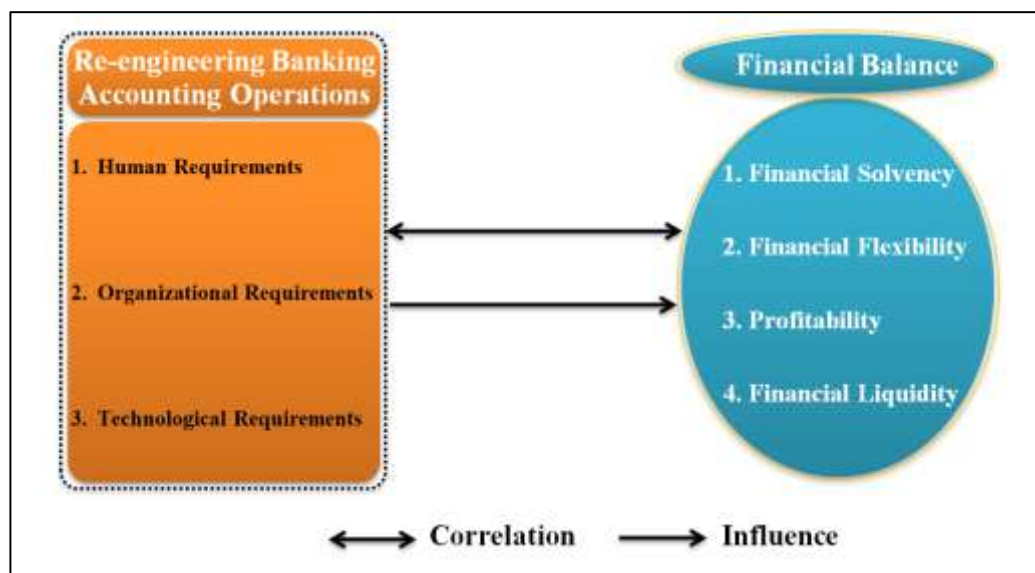


Figure 1. Hypothetical Outline of the Research

After constructing the hypothetical outline of the study, two hypotheses can be advanced:

H1: There is a significant correlation between Re-engineering Banking Accounting Operations and financial balance, from which branches out:

1. There is a significant correlation between human requirements and financial balance in its dimensions (financial solvency, financial flexibility, profitability, and financial liquidity).
2. There is a significant correlation between organizational requirements and financial balance in its dimensions (financial solvency, financial flexibility, profitability, and financial liquidity).
3. There is a significant correlation between technological requirements and financial balance in its dimensions (financial solvency, financial flexibility, profitability, and financial liquidity).

H2: There is a significant impact of Re-engineering Banking Accounting Operations on financial balance, from which branches out:

1. There is a significant impact of human requirements on financial balance in its dimensions (financial solvency, financial flexibility, profitability, and financial liquidity).
2. There is a significant impact of organizational requirements on financial balance in its dimensions (financial solvency, financial flexibility, profitability, and financial liquidity).
4. There is a significant impact of technological requirements on financial balance in its dimensions (financial solvency, financial flexibility, profitability, and financial liquidity).

Fifth: Research Sample

The research community is represented at the Rafidain Bank, and the research sample included employees of the Rafidain Bank, with 100 questionnaires distributed and 87 returned, of which 4 were defective, meaning that the number of valid questionnaires for analysis is 83, which results in a response rate of 83%.

Part Two: The Theoretical Aspect

First: Re-engineering Banking Accounting Operations

1. The Concept of Accounting Process Engineering

The re-engineering of accounting processes is one of the most important management practices in contemporary management thought, due to its significant role in achieving integration between the organisation and the changes occurring in its environment. In addition, it provides various benefits to organisations that adopt it [7], [8], [9]. Moreover, accounting re-engineering represents a new model that includes a set of mechanisms to enhance managers' skills and abilities to confront competition by establishing new visions

and a new mission for the organisation, which help in proposing and implementing a new series of strategies. Thus, accounting process re-engineering has become one of the best management practices in contemporary management thought, and its importance arises from its adoption of a fundamental and radical rethink of the administrative processes in place, organisational structures, information technology, job content, and workflow, aimed at achieving tangible improvements in production in terms of quality, cost, and speed [10].

According to Aldakhil, re-engineering accounting procedures is a modern management philosophy that focuses on revamping administrative procedures with the use of contemporary technologies in order to stay up to date with advancements and ensure survival and continuity. Van Der et al defined it as a process of reshaping the organization and going through a cultural transformation by questioning traditional beliefs, management practices, business activities, and organizational models. It also involves reshaping human resources and project capital and rearranging them into organizational structures and processes that are cross-functionally integrated in order to maximize competitive position, add value for stakeholders, and improve community contribution [11].

2. The Importance of Accounting Process Engineering

The importance of re-engineering accounting processes is highlighted by its practical approach, aimed at serving various stakeholders benefiting from its services, such as making changes in employee performance in terms of individual autonomy in task execution. This necessitates that employees are capable of establishing rules and instructions themselves, meaning they must be able to innovate and take initiative. Management assigns teams the responsibility of executing administrative processes comprehensively. The significance of re-engineering accounting processes lies in improving ineffective administrative processes, enhancing service quality, and improving performance levels in the face of rapid changes, introducing a comprehensive radical change within the organization, reducing costs, achieving work efficiency, utilizing information, defining the future shape and framework of accounting processes within the organization, increasing positive competition among employees, and minimizing wasted time in administrative processes [12].

3. Requirements of Accounting Process Engineering

Bank accounting process engineering can be achieved by measuring three requirements:

- a. **Human Requirements:** An organization can only gain a competitive edge by developing human resources that are more effective, dedicated, skilled, and of high quality. This will allow the organization to compete by reacting swiftly to market developments, offering superior goods and services, and utilizing technological advancements [13]. The human element is a crucial resource and a key factor in the current circumstances. According to Salam, human resources are the key to any organization's success. Without fully utilizing all of their potential, the human element is the key variable within the organization; without it, physical assets lose their value, so organizations must provide their employees with attention.
- b. **Organizational Requirements:** As the force that ties everything together, the organizational requirements and dimensions are what coordinate and connect the many components of the organization, allowing them to accomplish their goals. In order to achieve the maximum levels of organizational efficiency and effectiveness, re-engineering management processes entails a full innovation in the way work is done by adopting drastic modifications in the design of work systems and procedures [14].
- c. **Technological Requirements:** Modern organizations now depend more on information technology as a strategic and vital tool for their survival and sustainability due to the organizational environment's rapid development. Adopting

suitable technology has become necessary due to the increasing number of information flows. A number of benefits result from the shift to information technology, including increased business productivity, lower operating costs, more accurate business-related data, better management of the massive amounts of information, and quick information access [15].

Second: Financial Balance

1. The Concept of Financial Balance

The fulfillment of the company's financial needs in the necessary amounts, in the most efficient manners, and at the lowest costs, all while utilizing these funds within a balanced financial structure that guarantees financial stability, is known as financial balance. This entails making sure the business can pay its short-term and general debts on time and preventing financial difficulties that could result in bankruptcy or its withdrawal from the market [16]. A set of financial tactics and procedures used to control economic trading and the financial structure is referred to as financial balance. Re-trading related to the financial structure, which has a personal matching link with the idea of financial balance, is how financial equality is accomplished [17], [18].

Revealed. When the value of inputs equals the value of incurred expenses, a corporation can recover all resources used during the production or service delivery process, achieving financial balance. Two key factors must be taken into account in order to achieve financial balance: the first is the financing sources that are available, such as short-term loans and equity, and the second is the stable financing sources, such as long-term loans and equity. Furthermore, because it is closely linked to attaining financial stability, financial balance is a key strategic objective in the company's life. Comparing available budgets and financial resources with their intended usage on the one hand defines financial balance.[19].

The definition of financial balance is “supplying the company’s financial needs in the necessary amounts, using the best methods and at the lowest costs, while using these funds within a balanced financial structure that ensures financial stability”. This entails making sure the business can pay off its short-term and general debts on time and preventing financial difficulties that can result in bankruptcy or its withdrawal from the market. Revealed that a company’s financial balance is founded on the fundamental idea that permanent funds—which include the company’s own funds (equity) as well as medium- and long-term loans—should equal net investments plus standard working capital, or the necessities for working capital [20].

2. The Importance of Financial Balance

The importance of Financial Balance lies in the pursuit of companies to achieve equilibrium between assets and liabilities, while maintaining this balance continuously. Companies generally strive to ensure sufficient liquidity to finance their operational expenses on one hand, and to achieve high returns by investing as much of their funds as possible on the other hand [21].

The importance of financial balance was highlighted by:

- a. Forecasting the company's treasury's future performance and evaluating the risks involved: by examining the treasury's financial standing and investment capacity.
- b. Projecting projected returns from investment activities is the first step in estimating returns from available investment options [22].
- c. Balancing cash inflows and outflows is the method used to enforce internal control over cash flows.
- d. Assessing the company's financial performance: By examining the returns and revenues the business generates, this aids in determining how well financial resources are being used.
- e. Ensuring short-term debt repayment and improving financial solvency: The capacity of the business to fulfill its short-term commitments promotes financial stability and lowers the risk of insolvency.

- f. Using permanent money to finance investments: This is accomplished by weighing the risk of various initiatives [23].

3. Indicators of Financial Balance

There are four key indicators of financial balance, namely: Financial Solvency, Financial Flexibility, Financial Liquidity, and Profitability. Each will be explained in detail in the following:

- a. **Financial Solvency:** The various financing activities form the primary sources of financial solvency, as these activities contribute to enabling the institution to meet its long-term financial obligations and maintain its sustainability over the long term. Financial Solvency is considered the primary source for dealing with both expected and unexpected losses, as it works to protect the funds of depositors and customers from any harm that may result from such losses. The financial institution's ability to cover long-term obligations is embodied in Financial Solvency, which reflects the institution's ability to achieve a balance between its assets and liabilities, where a financially solvent institution is one whose assets exceed its liabilities [24].
- b. **Financial Flexibility:** This corrective measure aims to address the gap between required cash payments and anticipated cash revenues, ensuring its effective and prompt implementation while minimising potential losses on current or future profits, as well as maintaining the stability of the company's market value [25]. Financial Flexibility refers to the company's ability to cope with unforeseen challenges such as periods of economic recession or declining sales, in addition to seizing emergent investment opportunities, through the optimal use of its available resources.
- c. **Profitability:** The concept of profitability refers to the levels of profit that banks achieve with high efficiency, through the optimal use of available funds and assets, converting them into high profits that enable them to face challenges and adverse shocks. Profitability measures the ability of banks to achieve an appropriate return on the funds invested in their activities, and it reflects the efficiency of bank management in using diverse assets to generate revenues.
- d. **Financial Liquidity:** Financial Liquidity represents the funds that an entity retains in cash or assets that can be quickly converted to cash without incurring a loss in value, with the aim of fulfilling its financial obligations as they become due and without delay. Financial Liquidity means the ability of the financial institution to meet its short-term obligations and provide credit, either by holding liquid assets or assets that can be converted to cash without significant losses in value, or through the capability of borrowing to cover daily and emergency withdrawal requirements.

Part Three: Practical Aspect

First: Description and Coding of Research Variables

This paragraph is concerned with identifying the research variables included in the analysis, namely (Re-engineering Banking Accounting Operations and Financial Balance), and expressing these variables through a set of relevant symbols aimed at informing researchers and academics about the significance of the results and structure a clear sympathetic for the booklover through these ciphers and the results presented. Table 1 illustrates the coding and description of these variables and dimensions.

Table 1. Coding and Description of Variables

Variables	Dimensions	NO.	Code	Source
Reengineering banking accounting processes)RBAO(Human Requirements	6	RAHR	Salimifard et al.,2010 Barney,1991
	Organizational Requirements	6	RAOR	
	Technological Requirements	6	RATR	
	Financial Solvency	5	FBFS	
Financial Balance)FIBA(Financial Flexibility	5	FBFF	Kieso,et.al.,2018

Profitability	5	FBPR	; Dumitrescu&
Financial Liquidity	5	FBFL	Dorobanțu,2023

Second: Normal Distribution Test

The fallouts of Table 2 indicated that data for the study variables follow a normal distribution and exhibit a linear trend in their spread, which means that the shape of the company's data distribution is almost similar to a normal distribution and does not suffer from a lack of skewness. This leads us to accept the assumption that the data for the study variables are drawn from a population whose data follow a normal distribution.

Table 2. Normal Distribution Test of Study Variables

Variables	Dimensions	NO.	Kol-Smi test statistic		Sig.	
Re-engineering Banking Accounting Operations	Human Requirements	6	0.186		0.162	
	Organizational Requirements	6	0.172	0.212	0.118	0.124
	Technological Requirements	6	0.173		0.101	
	Financial Solvency	5	0.240		0.153	
Financial Balance	Financial Flexibility	5	0.175		0.107	
	Profitability	5	0.250	0.273	0.161	0.127
	Financial Liquidity	5	0.203		0.133	

Third: Exploratory Factor Analysis Test

Exploratory factor analysis is considered one of the most important statistical tests that establish the relationship between variables and latent factors. Therefore, the goal of factor analysis is to discover the factors that describe the variables, with the statistical loading values of the variables not being less than (0.60). The results in Table 3 indicate that the standard loadings for the research variable items are acceptable as the loading values exceeded (0.60) at a significance level of less than (0.00001), and all items designed to measure the entrepreneurial inclination variable represent and explain the variable .

Table 3. Exploratory Factor Analysis Satency of Research Variable Factors

Component Matrix		
NO.	RBAO	FIBA
RAHR1	.862	
RAHR2	.886	
RAHR3	.869	
RAHR4	.867	
RAHR5	.792	
RAHR6	.847	
RAOR1	.888	
RAOR2	.833	
RAOR3	.850	
RAOR4	.668	
RAOR5	.836	
RAOR6	.781	
RATR1		.841
RATR2		.761
RATR3		.849
RATR4		.825
RATR5		.847
RATR6		.779
FBFS1		.840

FBFS2	.847	
FBFS3	.903	
FBFS4	.863	
FBFS5	.820	
FBFF1		.821
FBFF2		.820
FBFF3		.840
FBFF4		.874
FBFF5		.803
FBPR1		.827
FBPR2		.826
FBPR3		.841
FBPR4		.834
FBPR5		.844
FBFL1		.828
FBFL2		.862
FBFL3		.799
FBFL4		.776
FBFL5		.810

Fourth: Measurement Instrument Reliability Analysis

The results in Table 4 indicate that the variable Re-engineering Banking Accounting Operations, represented by three dimensions and consisting of (18) items, achieved a reliability (Cronbach's Alpha = 0.858). The reliability of its dimensions ranged from the lowest value of (0.831) for the Technological Requirements dimension to the highest value of (0.940) for the Human Requirements dimension, which demonstrated the consistency of the questionnaire items [26].

The results indicated that the dependent variable (Financial Balance), represented in four dimensions and comprising (20) items, achieved a reliability score (Cronbach's Alpha = 0.922). The reliabilities of its dimensions ranged from a lowest value of (0.827) for the Financial Liquidity dimension, to a highest value of (0.932) for the Financial Solvency dimension, demonstrating the consistency of the questionnaire items.

Table 4. Cronbach's Alpha Test Parameter

Variables	Alpha Cronbach's			
Re-engineering Banking Accounting Operations	Human Requirements	0.940	Organizational Requirements	0.849
	Technological Requirements		0.831	
	Cronbach's alpha for the variable Re-engineering Banking Accounting Operations			
		0.858		
	Financial Solvency	0.932	Financial Flexibility	0.863
Financial Balance	Profitability	0.930	Financial Liquidity	0.827
	Cronbach's alpha for the Financial Balance variable			
		0.922		

Fifth: Statistical description of variables

The results presented in Table 5 indicate that the Re-engineering Banking Accounting Operations (RBAO) variable received an agreement from the sample of employees at Rafidain Bank, with a mean of (3.36) and a S.D of (0.52). The results showed that the level of interest among Rafidain Bank employees in achieving Human Requirements is high, as the Human Requirements (RATR) dimension ranked first with a mean of (3.40) and a S.D of (0.44) [27]. This reflects Rafidain Bank's commitment to developing its internal capabilities regarding Human Requirements to eliminate uncertainty and mistrust and to enhance customer confidence in the banks' commitment to their investments. Furthermore, the Technological Requirements (RAHR) dimension ranked last with a mean

value of (3.29), indicating a decline in Rafidain Bank's responses, which resulted in a S.D of (0.72). This suggests that Rafidain Bank is prioritising the development of its human capabilities at the expense of technological capabilities, reflecting its investment in enhancing customer relationships and gaining their trust, ultimately leading to sustainable success [28].

The results of Table (5) show that the Financial Balance FIBA variable obtained agreement with the Rafidain Bank sample with an mean of (3.29) and a S.D of (0.56). The results showed that the level of interest of employees at Rafidain Bank and keenness to achieve Financial Solvency is due to the Financial Solvency FBFS dimension occupying the first place with an mean of (3.36) and a S.D equal to (0.63), which means that Rafidain Bank is interested in developing its internal capabilities related to Financial Liquidity in order to get rid of the state of uncertainty and lack of trust and improve the credibility of customers by ensuring banks' keenness on their investments [29]. The Financial Liquidity FBPR dimension also obtained the last place with an mean of (3.19), indicating a decrease in Rafidain Bank's answers, which achieved a S.D equal to (0.66), which means that Rafidain Bank gives great priority to Financial Solvency compared to Financial Liquidity, and this affects its capabilities towards meeting customers' requirements in critical times, which requires banks to achieve a state of balance. Among its internal dimensions to achieve financial balance in order to ensure sustainable success and gain customer confidence in their internal and external dealings.

Table 5. Statistical Description

No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D
RAHR1	3.37	0.77	RATR3	3.40	0.74	FBFF5	3.29	0.71
RAHR2	3.37	0.81	RATR4	2.91	0.78	FBFF	3.29	0.57
RAHR3	3.26	0.78	RATR5	3.34	0.76	FBPR1	3.26	0.85
RAHR4	3.23	0.94	RATR6	3.71	0.62	FBPR2	3.29	0.93
RAHR5	3.31	0.83	RATR	3.40	0.44	FBPR3	3.20	0.90
RAHR6	3.20	0.90	RBAO	3.36	0.52	FBPR4	3.09	1.01
RAHR	3.29	0.72	FBFS1	3.37	0.73	FBPR5	2.97	0.89
RAOR1	3.29	0.96	FBFS2	3.43	0.78	FBPR	3.19	0.66
RAOR2	3.37	0.84	FBFS3	3.34	0.84	FBFL1	3.20	0.90
RAOR3	3.51	0.82	FBFS4	3.37	0.77	FBFL2	3.26	0.85
RAOR4	3.46	0.74	FBFS5	3.29	0.79	FBFL3	3.60	1.09
RAOR5	3.37	0.88	FBFS	3.36	0.63	FBFL4	3.17	0.98
RAOR6	3.34	0.80	FBFF1	3.29	0.96	FBFL5	3.26	0.92
RAOR	3.39	0.60	FBFF2	3.17	0.75	FBFL	3.30	0.73
RATR1	3.57	0.78	FBFF3	3.29	0.75	FIBA	3.29	0.56
RATR2	3.37	0.73	FBFF4	3.43	0.74	standard deviation (S.D)		

Sixth: Hypothesis Testing and Path Analysis

H1: There is a significant correlation between reengineering bank accounting processes and financial balance.

Table 6 shows a significant correlation between Re-engineering Banking Accounting Operations and Financial Balance, which leads to a correlation strength of (0.686) representing the relationship between these variables [30]. This result arises because the sample in question significantly focused its priorities on the relationship between the dimensions of these variables, with a correlation strength ranging from (0.318) between the Human Requirements RAHR dimension and the Financial Solvency FBFS dimension to (0.761) between the Organizational Requirements RAOR and the Financial Flexibility FBFF dimension. This indicates that the focus of Rasheed Bank on improving accounting

operations contributes to the reengineering of its internal processes to achieve Financial Balance, which in turn supports the financial performance of these banks [31].

Table 6. Correlation Matrix

	RAH R	RAO R	RAT R	RB AO	FBF S	FBF F	FBP R	FBF L	FIB A
RAH R	1								
RAO R	.738**	1							
RAT R	.524**	.726**	1						
RBA O	.895**	.932**	.804**	1					
FBFS	.318**	.605**	.581**	.544*	1				
FBFF	.483**	.761**	.587**	.683*	.646**	1			
FBPR	.388**	.592**	.506**	.550*	.537**	.560*	1		
FBFL	.404**	.553**	.585**	.564*	.656**	.581*	.892**	1	
FIBA	.461**	.722**	.656**	.676*	.820*	.794*	.884**	.926*	1

H2: There is a significant impact of Re-engineering Banking Accounting Operations on financial balance.

The results shown in Table 7 and the data presented in Figure 2 indicate a significant impact of Re-engineering Banking Accounting Operations on Financial Balance. Specifically, an increase in Re-engineering Banking Accounting Operations by one unit results in an improvement in Financial Balance of (0.725) with a standard error of (0.038) and a critical value of (19.079). This suggests that the Rasheed Bank recognises the importance of enhancing Financial Balance, which is dependent on its investment in efforts, innovations, and internal capacities for Re-engineering Banking Accounting Operations.

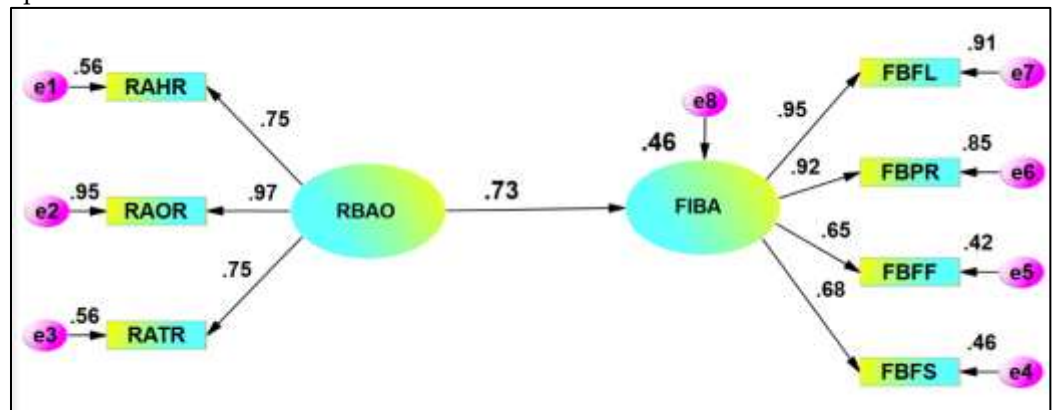


Figure 2. Path Analysis of the Impact of Re-engineering Bank Accounting Processes on Financial Balance

Re-engineering Banking Accounting Operations also contributed to explaining (0.457) of the variance in Financial Balance, while the residual value falls outdoor the study's bounds [32], [33].

Table 7. Path Analysis Fallouts of the Impact of Reengineering Bank Accounting Processes on Financial Balance

Path			Standard weights	standard error	critical value	R ²	P
RBAO	--->	FIBA	0.725	0.038	19.079	0.457	***

4. Conclusion

1. There is a correlation and impact of reengineering banking accounting processes on achieving financial balance. This means that Rafidain Bank focuses on supporting its requirements, both internal and external, to ensure the differentiation of skills and capabilities necessary to achieve financial balance. This then builds the banking infrastructure by capitalizing on available opportunities, addressing threats, and addressing weaknesses.
2. Rafidain Bank places a strong emphasis on developing its human capital over technological capabilities, reflecting its investment in developing relationships with customers and gaining their trust. This leads to achieving and ensuring sustainable success.
3. Rafidain Bank's focus on improving accounting processes contributes to reengineering its internal operations to achieve financial balance, which in turn supports the financial performance of these banks.
4. Banks are interested in reengineering banking accounting processes to achieve operational efficiency, reducing time wasted in completing customer transactions. This, in turn, contributes to increased productivity, enabling employees to focus more on achieving added value.
5. Banks are keen to improve their internal decisions by providing accurate data at the right time and place. This is achieved through reengineering accounting processes using data-driven analysis. This, in turn, leads to achieving financial balance.
5. Banks are working to develop the skills of their employees by adopting continuous training and qualifications related to reengineering accounting processes. This aims to improve the quality of performance that contributes to adapting to various technological changes and challenges that Rafidain Bank may face.
6. Banks are working to create an innovative work environment by eliminating routine barriers and procedures that prevent the introduction of new ideas aimed at improving existing operations and services. This, in turn, contributes to enhancing banks' ability to adapt to changes and marketing requirements.

5. Recommendations

1. Rafidain Bank must prioritize solvency over financial liquidity, as this impacts its ability to meet customer needs during critical times. This requires banks to strike a balance between their internal dimensions to achieve financial balance, ensuring sustainable success and gaining customer confidence in their internal and external dealings.
2. Banks must implement comprehensive awareness and training programs for accounting staff to enhance their skills in using modern systems. This requires continuous training to improve performance and increase the effectiveness of staff using these systems, which in turn leads to achieving financial balance.
3. It is essential to focus on periodically and continuously improving and designing accounting processes through flexible design aimed at adapting to modern challenges, as well as building and enhancing the effectiveness and efficiency of various communication processes.
4. Rafidain Bank must develop strategies for managing financial risks by reengineering accounting processes, which requires the use of good indicators to enhance staff financial performance.
5. Rafidain Bank must ensure transparency and disclosure in financial reports, which builds trust among employees, customers, and management.

This helps achieve financial balance, which in turn provides various opportunities for professional development within banks.

5. Rafidain Bank must encourage creativity in the work environment by encouraging the introduction of new ideas that lead to improved efficiency and reduced costs, thus supporting financial balance.
6. Rafidain Bank must focus on investing in knowledge and human resources to ensure a high level of skills and capabilities that address problems, enhance strengths, capitalize on opportunities, address threats, and address weaknesses.

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