Journal of Digital Art & Humanities



ISSN 2686-8296

Volume 6 Issue 2 **December 2025**

Institute of Cited Scientists (ICS)

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The Influence of Emerging Digital Technologies on Management Control Systems: A Systematic Literature Review

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Received 10.12.2025/Revised 27.12.2025/Accepted 27.12.2025/Published 29.12.2025

https://doi.org/10.33847/2712-8148.6.2_5

Abstract. The development of digital technologies such as Artificial Intelligence (AI), Internet of Things (IoT), Big Data Analytics, Machine Learning (ML), and Cyber-Physical Systems (CPS) has revolutionized management control practices across various sectors. This systematic review aims to analyze the relationship between digital technology and management control systems, encompassing the role of technology in decision-making, operational efficiency improvement, performance monitoring, risk management, and governance. Seventeen international articles indexed by Scopus were analyzed using a systematic literature review (SLR) approach. The review results show that the integration of AI, IoT, ML, and digital technologies consistently improves the effectiveness of management control, both in diagnostic control, interactive control, risk management, and environmental management control systems. However, challenges such as data quality, algorithmic bias, cybersecurity, human resource readiness, and digital infrastructure remain major obstacles. This review provides a theoretical contribution regarding the shift in the management control paradigm from deductive logic to algorithmic and data-driven, while also offering a future research agenda related to AI governance, explainability, and technology integration in control systems.

Keywords: Artificial Intelligence (AI); Internet of Things (IoT); Machine Learning (ML); Big Data Analytics; Cyber-Physical Systems (CPS); Digital Transformation; Management Control Systems.

1. Introduction

The rapid development of digital technologies, particularly Artificial Intelligence (AI), Machine Learning (ML), the Internet of Things (IoT), Big Data Analytics, and Cyber-Physical Systems (CPS), has transformed the management control landscape in modern organizations. This transformation is not simply a tool substitution; it represents an epistemological shift in how organizations collect, process, and utilize information for decision-making. At the practical level, AI and ML enable pattern detection and anomaly prediction that are difficult to achieve with traditional, periodic-report-based controls; IoT and CPS provide real-time operational data that enables proactive and continuous control; while Big Data Analytics transforms the scale and depth of insights available to controllers and managers. These changes have a twofold impact. On the one hand, organizations gain algorithmic control and real-time monitoring capabilities that can improve operational efficiency, risk detection, and the accuracy of financial decisions. Numerous studies demonstrate improved performance and efficiency when AI/IoT is integrated into management control systems. On the other hand, substantive

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challenges emerge: data quality, algorithmic bias, model security (adversarial attacks), AI literacy among practitioners, and the need for specific governance for AI, which can introduce new risks if left unmanaged. Concepts such as AI TRiSM (Trust, Risk & Security Management), explainability, and model monitoring become highly relevant to maintaining the reliability and legitimacy of algorithmic outcomes.

In the academic realm, early literature indicates that the effects of digital technology on MCS are multidimensional, affecting the type of control (diagnostic vs. interactive), the role of the controller, information governance, and the relationship between operational control and strategic decisions. However, these studies are heterogeneous, some conceptual (explaining emergent forms of MCS), some empirical (case studies, surveys, experiments), and some literature reviews focusing on AI security aspects or sectoral applications (e.g., fleet management, manufacturing, energy systems). Therefore, a systematic review of the 17 articles included is valuable for summarizing the evidence, highlighting gaps, and mapping a future research agenda.

The purpose of this expanded introduction is to provide a richer theoretical and practical context regarding:

1. The evolution of MCS functions in the digital age (the shift from rules to algorithms).
2. The operational and strategic implications of AI/IoT/ML integration on management control.
3. Emerging risks, challenges, and governance needs (AI TRiSM, explainability, literacy).

2. Literature Review

2.1 Transforming Management Control by AI and ML

Conceptual and empirical studies show that AI is transforming management control practices through two main mechanisms: (a) algorithmic augmentation, AI extends the analytical capabilities of controllers with predictive/prescriptive models; (b) workflow automation, AI automates reporting and monitoring routines, shifting controllers to advisory and governance roles. Sundström (2024) emphasizes the emergence of new forms of MCS and infrastructure that support AI integration, including the need for data pipelines and auditable model architectures. Costa Souza et al. (2025) experimentally demonstrate that AI transparency increases AI acceptance by decision-makers, which has important implications for the adoption of algorithm-based MCS. Without transparency, trust and use of AI for managerial decisions tend to be low. This emphasizes that technical aspects (accuracy) must be paired with interface design/explanation aspects.

2.2 IoT, CPS, and Real-Time Data: From Monitoring to Proactive Control

Research in the manufacturing and fleet management domains emphasizes the role of IoT and CPS in providing real-time telemetry that enables proactive control (e.g., predictive maintenance, route optimization) and operational-financial integration (hybrid CPS). Li (2024) and Potdar & Parikh (2025) document how IoT-AI integration improves operational efficiency, reduces downtime and fuel consumption, and enables synchronization of production-financial decisions.

2.3. Big Data Analytics and Financial-Operational Integration

Big data enables large-scale analysis to support managerial decisions; in the context of MCS, this strengthens diagnostic control (granular KPI monitoring) and interactive control (exploratory analytics for strategy). Chowdhury (2023) and related studies highlight that AI embedded in MAIS (Management Accounting

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Information Systems) can generate more predictive and relevant performance and managerial information for strategic control.

2.4. Governance, Trust, and AI Risk (AI TRiSM)

Many articles emphasize that adopting AI without a governance framework will increase risks (bias, adversarial attacks, and privacy). Habbal et al. (2024) mapped the components of AI TRiSM: explainability, model monitoring, fairness evaluation, and defense mechanisms that must be integrated into the AI lifecycle to maintain trust and compliance. Other studies also emphasize the influence of regulations (e.g., GDPR) on the design of AI controls and risk management practices.

2.5. Sectoral Context and Socio-Organizational Consequences

Empirical literature highlights a variety of contexts: the manufacturing sector highlights process capability and ML for quality control (You et al., 2025), the transport sector emphasizes IoT-AI for fleet efficiency (Potdar & Parikh, 2025), while studies in developing countries indicate that the role of traditional MCS remains crucial and that technology must be tailored to infrastructure readiness and organizational culture.

2.6. Impact on Manager & Controller Roles

Several field studies show that controllers are transforming into data translators and AI stewards overseeing data quality, interpreting model output, and collaborating on AI governance. Furthermore, remote working and digital monitoring have changed the control-employee relationship (e.g., intensive monitoring has the potential to increase stress), requiring adjustments to control design to remain ethical and effective.

The following is a conceptual diagram (Fig.1):

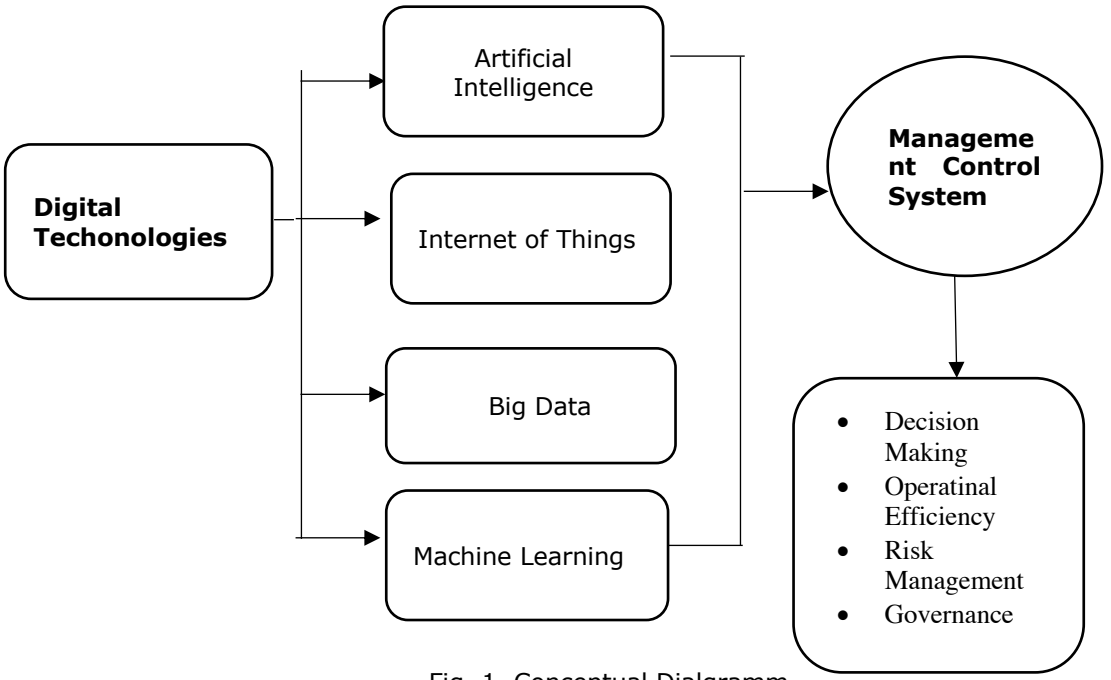


Fig. 1. Conceptual Dialgramm.

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3. Data and Methodology

This study uses a Systematic Literature Review (SLR) approach to comprehensively review the development of digital technology in supporting management control systems (MCS). The data collection process began by identifying 17 international articles indexed by Scopus published between 2020 and 2025. These articles were selected because they discussed relevant topics, such as AI, Machine Learning, IoT, Big Data, Cyber-Physical Systems, AI governance, environmental control, and control in the context of remote working. Included articles included empirical, conceptual, and review research, provided they were in English and fully accessible.

The three primary phases of this SLR process guideline are planning, execution, and reporting (Fig.2).

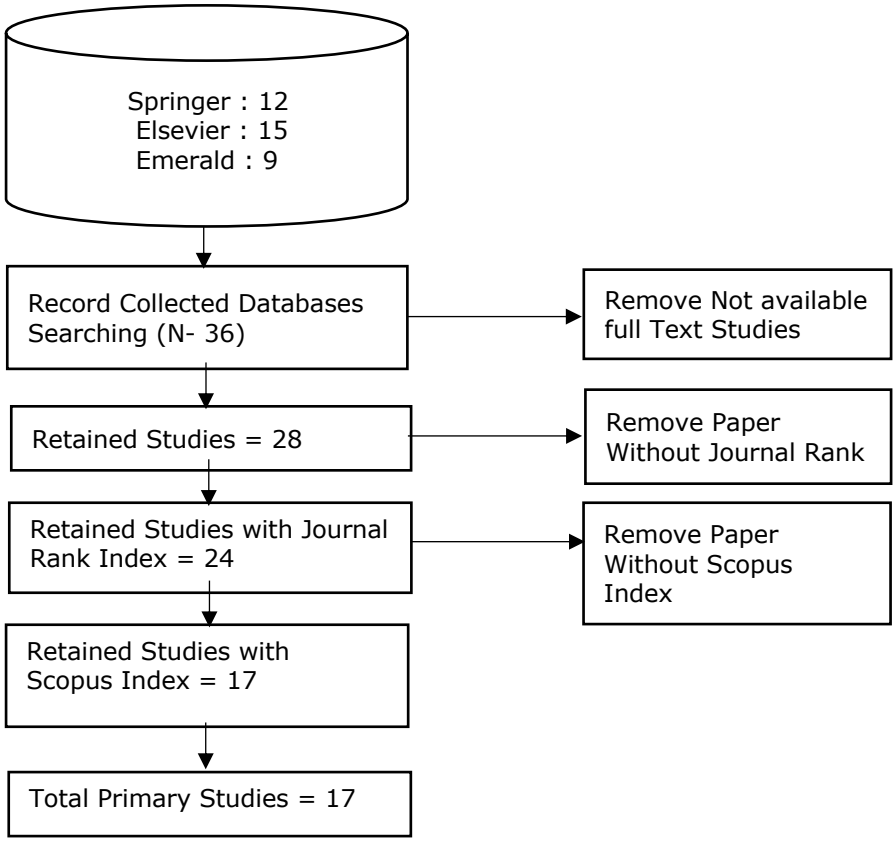


Fig. 2. Primary phases of Systematic Literature Review (SLR).

After the articles were selected, content analysis was conducted to identify the key variables discussed in each study. The articles were then grouped based on core themes to more clearly visualize the patterns of findings. The final stage was narrative synthesis, combining the various findings from the articles into a coherent

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conclusion, thus illustrating how digital technology impacts MCS effectiveness across various organizational contexts.

4. Results

4.1 Main Themes from 17 Articles

Theme 1: Artificial Intelligence as an Enabler in Management Control

The analysis of several articles shows that Artificial Intelligence (AI) is a key driver of transformation in management control practices. AI not only functions as a technical tool but also transforms the way organizations monitor, make decisions, and manage risk. Specifically, these studies found that AI:

1. Strengthens the effectiveness of Management Control Systems (MCS).

AI enables the processing of large volumes of complex data, resulting in faster, more precise, and more relevant information for managerial control.

2. Improves the accuracy of decision-making.

AI-based predictive models provide more objective recommendations and help reduce judgmental errors.

3. Reduces human bias in the evaluation process.

By automating parts of the analysis process, AI helps minimize the personal bias and subjectivity that often arise in traditional controls.

4. Improves risk prediction capabilities.

AI can detect patterns and anomalies that are difficult to detect manually, allowing organizations to identify potential risks earlier.

5. Supporting financial and operational control

AI plays a role in automating budgeting, financial forecasting, and monitoring operational performance more consistently.

Furthermore, a key finding from Costa Souza et al.'s article shows that AI transparency, the extent to which AI can explain the logic behind its recommendations or predictions, significantly influences managers' acceptance of AI.

When AI systems are more transparent and understandable, trust and adoption in MCS significantly increase.

Theme 2: Internet of Things (IoT) for Real-Time Operational Control

Articles discussing IoT emphasize that this technology enables organizations to move from periodic control systems to real-time control.

Key findings include:

- IoT generates continuous telemetry data, which accelerates the monitoring process.
- Operational cost efficiency increases because organizations can perform predictive maintenance.
- IoT sensors enable accurate monitoring of the condition of machinery, fleets, and physical assets, resulting in faster responses to operational issues.
- Route optimization, energy consumption, and safety are significantly improved in the transportation and logistics industry.

The integration of IoT with AI (IoT-AI systems) amplifies these benefits through predictive analytics and real-time data-driven decision automation.

Theme 3: Machine Learning for Process Capability and Risk Control

Machine Learning (ML) has proven to play a critical role in improving the quality of process control and risk management.

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Related articles show that ML:

- Automatically detects invisible process deviations through historical pattern analysis.
- Identifies dispersion, bias, and anomalies as potential risk indicators.
- Optimizes energy consumption and system dynamic response, particularly in the manufacturing sector.
- Improves the quality of technical and operational decisions thanks to ML's ability to learn patterns and generate optimization recommendations.

Overall, ML improves process efficiency, reduces error rates, and strengthens the role of MCS as a data-driven control tool.

Theme 4: Cyber-Physical Systems (CPS) and Hybrid Financial–Operational Control

CPS combines physical sensors, digital connectivity, and AI analytics to create systems that can operate both automatically and in a controlled manner.

Key findings:

- CPS aligns production processes with financial data in real time, creating unprecedented integration.
- Financial risk control becomes more responsive because controllers can access operational data directly from the field.
- Production scheduling becomes more efficient, reducing bottlenecks and increasing throughput.
- CPS creates vertical integration that connects operational activities with strategic-level managerial systems.

Theme 5: Remote Working and Digital Control

COVID-19-related articles highlight significant changes in control mechanisms during the remote work era.

Key findings:

- Controls become tighter as organizations rely on digital tools to monitor employee activities.
- Employees often engage in "voluntary visibilizing practices," which involve over-displaying work to maintain the appearance of productivity.
- Over-monitoring increases employee mental burden and stress.
- These findings suggest that digital controls do not always enhance autonomy and can even diminish employee well-being if not designed ethically.

Theme 6: Sustainability and Environmental Control

Studies on environmental MCS (EMCS) provide several insights:

- EMCS differs from general managerial controls because it involves environmental and sustainability variables.
- Organizational culture plays a key role in the effectiveness of EMCS implementation.
- Environmental uncertainty encourages organizations to implement more adaptive and flexible control systems.

  Thus, digital technology can support environmental control but still needs to be balanced with social and organizational factors.

Theme 7: AI Governance, Risk, and Security (AI TRiSM)

The article on AI TRiSM explains that the successful integration of AI into management control is highly dependent on governance and risk management.

The main components of TRiSM include:

- Explainability – the ability of AI to explain the decision-making process

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- Model monitoring – ensuring the model remains accurate over time
- Adversarial defense – protecting AI from manipulative attacks
- Fairness & bias detection – ensuring AI delivers fair results
- Privacy protection – maintaining the confidentiality of user data

Without implementing TRiSM, AI technology has the potential to create new control risks.

Synthesis of Findings Based on Variables

The results of a review of 17 articles indicate that various forms of digital technology, such as Artificial Intelligence (AI), Internet of Things (IoT), Machine Learning (ML), Big Data Analytics, and Cyber-Physical Systems (CPS), are the main factors driving changes in management control systems (MCS). In addition to technology, organizational factors such as work culture and remote working conditions also influence how MCS is implemented. Meanwhile, these studies consistently found that the implementation of digital technology has a positive impact on various aspects, including improved organizational performance, operational efficiency, financial decision quality, risk control capabilities, and increased user acceptance of AI. This impact is also evident in employee behavior, who are increasingly adapting to the use of technology in their daily control activities.

The findings of this review indicate that the effectiveness of MCS is influenced not only by technology but also by a number of moderating variables, such as environmental uncertainty, the quality of the data used, the level of transparency of AI, the types of decisions made, and the readiness of an organization's digital infrastructure. Overall, it can be concluded that the better the integration of digital technology and the higher the quality of its supporting factors, the stronger the MCS's ability to perform its control function. Ultimately, strengthening MCS through digital technology has a direct impact on improving organizational performance, both financially and operationally.

4.2 Key Discussion

AI Shifts the MCS Paradigm:

Artificial Intelligence (AI) has shifted the orientation of management control systems from rules-based processes and subjective judgments to mechanisms based more on algorithms, predictions, and automation. AI helps organizations make faster and more accurate decisions, while reducing reliance on manual processes. However, this significant shift requires strong governance to ensure the use of AI remains auditable, maintains transparency, and is trusted by decision-makers.

IoT Delivers Real-Time Control

The Internet of Things (IoT) enables organizations to exercise real-time operational control through sensors and connectivity that operate 24/7. This technology improves monitoring accuracy, helps detect potential damage earlier, and reduces operational costs through predictive maintenance. However, IoT utilization still faces significant challenges, particularly related to the integration of data from various devices and the uneven readiness of digital infrastructure.

Machine Learning Automates Risk Analysis

Machine Learning (ML) empowers organizations to detect anomalies, learn risk patterns, and generate higher-quality technical recommendations automatically. ML is highly effective in improving analytical accuracy and supporting data-driven decision-making. However, this technology still has limitations, such as potential bias in training data, the risk of overfitting, and low explainability, which sometimes

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makes analytical results difficult for users to understand.

Humans Remain Central

Although various control processes are increasingly automated thanks to AI, IoT, and ML, humans still play a crucial role in interpreting technology outputs, validating decisions, monitoring ethical impacts, and ensuring proper model governance. Collaboration between humans and technology is a key factor in ensuring control systems remain effective, reliable, and aligned with organizational goals in the digital age.

5. Conclusion

This review concludes that: The integration of AI, IoT, ML, Big Data, and CPS has fundamentally transformed control management toward more automated, real-time, predictive, and data-driven systems. Digital technology consistently improves organizational performance, both financial and non-financial.

Key challenges include: data quality, algorithm transparency, model security, human resource readiness, AI bias, and digital infrastructure. The role of humans remains essential because strategic decisions cannot be completely replaced by AI.

Research limitations include the limited availability of longitudinal studies to assess the long-term impact of AI/IoT integration on MCS effectiveness, and the lack of quantitative research examining the role of mediators/moderators (e.g., AI literacy, data quality, regulatory context) in the relationship between technology and MCS and performance.

Future research should focus on AI governance and TRiSM, interpretability and explainability, the integration of MCS with autonomous technology, the ethical and social impacts of automation, and longitudinal studies related to digital technology in MCS.

Acknowledgments

This work was supported by no external grant funding. The authors, Frisky Anistya and Zahra Assyfa, would like to express their deepest gratitude to their academic supervisors, Iskandar Muda and Fahmi Natigor Nasution, for their continuous guidance, constructive feedback, and valuable insights throughout the development of this manuscript. The authors also extend their appreciation to colleagues and academic staff of the Universitas Sumatera Utara for their support during the research process. We are grateful to the reviewers and editors for their thoughtful comments that have helped improve the quality of this paper. Any remaining errors or omissions are solely the responsibility of the authors.

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Journal of Digital Art & Humanities (JDAH) has **ISSN 2712-8148** registered at the ISSN Centre in Cyprus. Each published article has been assigned by DOI, ORCID. JDAH indexed by ProQuest, Dimensions.

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Journal URL: https://ics.events/journal-of-digital-art-humanities/
Email: conf@ics.events

Printed online from the original layout under the imprint at:
1, Vlachou, Nicosia, The Republic of Cyprus

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