THE EFFECT OF ORGANIZATION CHARACTERISTICS ON OPTIMAL LEADERSHIP DECISION

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Abstract. Purpose - The implementation of the process of decision making by the leadership of the organization, including organizations in local governments, needs useful information so that it can help in the decision-making process. The need for information systems that can produce high-quality information is essential to help users in making decisions, and its impact can improve the performance of leaders. Design/methodology/approach - This study was conducted to examine the effect of organization characteristics on the successful implementation of an accounting system and the optimal decision of leaders in local governments by using Structural Equation Modeling (SEM) analysis tools. Fundings - The results of tests conducted concluded that organizational characteristics have a positive effect on the successful implementation of accounting information systems to provincial/regency/city governments in the provincial regions in Java. The results of this research show that the more adequate characteristics of the organization are, the more successful the implementation of accounting information systems will be. Organizational characteristics also positively influence the optimal leader decisions of the provincial/regency/city government in the provincial regions in Java. Originality/value - Empirical evidence obtained from this research is that the more successful implementation of accounting information systems will make optimal leaders' decisions.

Keywords: Local government, accounting information systems, organizational characteristics, optimal leader decisions

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1. Introduction

Background of research: The process of decision making by the leaders of the organization, including the organizations in the local government, requires good information so that it can help before decision making, during the decision-making process, and after decision making (Socea, 2012; Iqbal, Farooqi & Ahmed, 2020). The information intended is relevant information that is useful for management decisions (Mulyani, 2016). According to Dahlan (2019), management information systems can have a significant effect, and with a positive direction on performance. The need for information systems that can produce high-quality information performance and the need for information systems that can produce high-quality information is essential because they will help users in making decisions and the impact can improve managerial performance. The implementation of a good accounting information system also improve the decision-making process carried out by managers, improve organizational internal control, improve the quality of financial statements, and assist various transaction processes in the company (Saeed & Abdinnour-Helm, 2008; Kanwal, Khan & Kanwal, 2020).

As important as the role of accounting information in the private sector, accounting information in the public sector also has an important role; the government sector also has a role in promoting good governance (Sukmadilaga et al., 2015). A good government will be realized with good quality of financial reports (Safkaur et al., 2019), while good quality financial reports will be realized with the help of information systems. According to Ramakrishnan (2013), the country has a very important role in ensuring welfare for everyone. This service generally costs a large amount and other resources are available but are limited. Therefore, the public sector is collectively the largest service provider in the world. Traditionally, the public sector has been a vehicle for implementing social policies mandated by law.

PP No. 71 of 2010 concerning Government Accounting Standards (Standar Akuntansi Pemerintah/SAP) states that the government implements accrual-based SAP compiled by the Government Accounting Standards Committee (*Komite Standar Akuntansi Pemerintahan/KSAP*) which is independent and stipulated by Government Regulation after first being considered by the Indonesian Audit Board (*Badan Pemeriksa Keuangan/BPK*). The implementation of accounting systems in government presents new challenges, so for the implementation process to run properly, it needs support from human resources including the makers and users of financial information, facilities, and infrastructure as well as information systems in government.

The implementation of accounting information systems for local governments in Indonesia is still not perfect. Based on the observations of researchers in several local governments, the existing accounting information system is not yet fully integrated. Recording and calculating depreciation of assets both tangible and intangible fixed assets and other assets such as income/expenses received/paid in advance, still employ manual methods and are carried out at the end of the year. Based on the manual calculation, the existing data are then transferred to the available accounting information system (SIMDA/SIPKD or others). This method allows recording errors to occur, both when recording and manual calculation as well as when transferring it to the available information system.

To implement an accounting system in an integrated manner depends on local government organizations. The organization, through its leaders, has full authority to enforce the implementation of the system. If the policy has been made, surely no one can reject it.

According to Petter, Delone, and McLean (2013) organizational characteristics are part of an organizational structure that directly or indirectly influences the technology used by organizations. The organization is influenced by organizational characteristics that can have an impact on the success of organizing or technological support of the organization. Information system success is influenced by organizational characteristics which include management support, management processes, extrinsic motivation, information technology infrastructure, and organizational competence.

According to Romney and Steinbart (2018), top management support is how top management defines the information and processing needed, makes goals and objectives of the system, conducts system reviews, and allocates funds. Thus, the support given by top management to the accounting information system is an important factor in achieving information system success related to activities. The form of assistance provided by the leader can be in the form of leadership support to subordinates. If top management gives full support in the development of information systems and the support can be received by users of information, it will give satisfaction to users of that information.

Identification of problems: Based on observations made by the authors on the local government in Java, the implementation of accounting information systems is influenced by organizational characteristics. The

phenomenon shows that there is often a change in organizational structure, where the Regional Work Unit (SKPD) is separated or merged. All existing assets will be broken down or combined, of course along with depreciation and the accumulated depreciation due to the large number of asset units that often result in errors in recording. Besides that, there is another problem, namely the difficulty in assessing/measuring the assets received if there are additional costs to the acquisition price, especially at the end of the year, where additional costs are incurred the following year. Problems also occur in the selection of IAS that is not uniform; some use the SIMDA implementation, SIPKD and some even build their systems which can be a constraint. Problems that are addressed are: Do organizational characteristics have a positive effect on the successful implementation of the system of the local government accounting information? Do organizational characteristics have a positive effect on optimal leadership decisions? Can the optimal leadership decision be influenced by the success of the accounting information system? Do organizational characteristics have a positive effect on optimal leadership decisions through successful accounting information systems implementation?

2. Literature Review

2.1. Organization Characteristics:

Organizational characteristics are part of the organizational structure that can affect technology used by organizations both directly and indirectly (Petter et al., 2013). Organizational characteristics are significantly correlated with employee solidarity. Centralization, hierarchical culture, information exchange both formal and informal as well as transformational leadership are important matters as togetherness between managers, employees, managers, and other professionals in the long run of the organization, but such matters are not transactional leadership styles (Cramm et al., 2012). The positive effect is held by the sustainability of the corporate culture of the company (Mulyani et al., 2019). Asgari et al. (2008) define organizational characteristics as rules and procedures established to deal with organizational problems. Lande (2005) argues that organizational factors will influence the implementation of information systems in the public sector. What encourages the government of a country to apply an accrual basis include encouragement from countries that are the members of the Organization for Economic Co-operation and Development (OECD).

2.2. Successful implementation of Accounting Information System:

Romney and Steinbart (2018) say that information system is a combination of at least two sub-system components that are related and interact with each other and are interrelated to achieve a goal. Data having been organized and processed to provide meaning and improvement in the decision-making process is called information. A system that receives input data and instructions, processes the data according to instructions and releases the results is called information system (Cristófoli & Fronti, 2020; Davis, 1989; Wu, 2020). The method of recording on an accrual basis is performed when a financial transaction event occurs, in contrast to recording a cash basis where financial transactions are recorded when a payment transaction/cash transaction occurs (Weygandt, Jerry J., Kimmel, Paul D, Kieso, 2012; Xiong, Wang & Wu, 2020). Ernst&Young (2012) explain the differences in the recording based on a cash basis and accrual basis, that the recognition of a transaction in accounting is divided into 2 (two) bases, namely the accrual basis and cash basis. Accrual-based transaction recognition is the recognition of a transaction when a transaction occurs, even though money has not been received. While the recognition of cash-based transactions is the transaction recorded when the payment is received. DeLone and McLean (2003) suggested seven dimensions of measurement for the success of Information Systems, namely: quality system, information quality, service quality, intention to use, use, user satisfaction, and net benefit (Hussain et al., 2020).

Romney and Steinbart (2018) explain that the characteristics of quality information have characteristics that are relevant, reliable, complete, timely, understandable, verifiable, and accessible. From the results of research and discussion, it is empirically proven that the state-owned company's commitment to the organization and

management of change affects the quality of accounting information systems and impacts on the quality of information (Ladewi et al., 2017). In the organizations, the success of accounting information technology investment technology is influenced by the role of culture and the level of management knowledge (Mulyani & Endraria, 2017).

2.3. Optimal Decision of Leader:

The optimal decision is the result of the best decision of all alternatives (Besedes et al., 2012). McLeod and Schell (2007) say that every problem needs a solution so that it can be said that the final result of problem-solving is problem decision. According to Ehsani, Makui, and Nezhad (2010) the optimal decision is an effective decision, which will consider and evaluate a number of alternative choices available. The good decision-making process is a process carried out systematically and incrementally by using the function of utilities, such as information systems.

Hypotheses

- 1) H1: Organizational characteristics have a positive effect on the successful implementation of accounting information systems.
- 2) H2: Organizational characteristics have a positive effect on optimal leader decisions.
- 3) H3: Successful implementation of accounting information systems has a positive effect on optimal leader decisions.
- 4) H4: Organizational characteristics have a positive effect on optimal leader decisions through the successful implementation of accounting information systems.

3. Methods

3.1. Research Object:

This research was conducted to test/predict the effect of organizational characteristics on the successful implementation of an accounting system and optimal leadership decisions. Following the classification of scientific research objectives described above, one of the existing analytical tools, Structural Equation Modeling (SEM), was used.

This is cross-sectional research if viewed from the time horizon because the data collection was done only once, which was completed in a few months. Research conducted by only collecting data once, which may be for several days, weeks or months needed to conduct research is called cross-sectional studies (Sekaran & Bougie, 2013). Thus, the operational variables that have been described can be summarized in tabular form as shown below (Table 1).

TABLE 1. OPERATIONALIZATION OF RESEARCH VARIABLE

Variables	Dimensions	Indicators		Item
Organizational Characteristics	Management Support	1	Leadership commitment	1
		2	Encouragement of the leadership	2
	Extrinsic Motivation	3	Incentives	3
		4	Organizational pressure	4

(X) ((Petter et al., 2013; Asgari et al., 2008)	Organizational Competence	5	Management Knowledge	5
		6	Management competencies	6
	IT Infrastructure	7	Sophisticated IT	7
		8	Readiness of IT facilities	8
Successful Implementation of Accounting Information System (Y) (DeLone & McLean, 2003)	System Quality	1	Convenience of Access	9
		2	Reliability	10
		3	Response Time	11
	Information Quality	4	Accuracy	12
		5	Timeless	13
		6	Understandability	14
	Net Benefit	7	Improvement of Productivity	15
		8	Work Practice	16
Optimal Decision of Leader (Z) (Caniëls & Bakens, 2012; Abumandil & Hassan, 2016)		1	Timely	17
		2	Comprehensiveness	18
		3	Commitment	19
		4	Satisfaction	20

This study takes the entire unit of analysis of the Financial Management Agency and Regional Assets (BPKAD), and the Regional Finance Management Agency (BPKD) provincial and regency/city governments in Java by using primary data by conducting questionnaire and interview techniques. The data analysis technique used in this study is covariance-based structural equation modeling.

The data used in this study is the data of the entire population or a census, therefore, no significance test was performed, so to answer the research hypothesis, the path coefficient obtained is directly compared to zero. If the path coefficient of the variable being tested is greater than zero, then H_0 is rejected and vice versa if the path coefficient of the variable being tested is smaller than zero then H_0 is accepted.

3.2. Research Hypotheses:

Hypothesis 1: Organizational characteristics positively influence the successful implementation of accounting information systems.

Statistical Hypothesis:

$H_0: \gamma_{1.1} \leq 0$ Organizational characteristics do not have a positive effect on the successful implementation of accounting information systems.

$H_a: \gamma_{1.1} > 0$ Organizational characteristics have a positive effect on the successful implementation of accounting information systems.

If the value $\gamma_{1.1} > 0$ then H_0 is rejected, conversely if the value $\gamma_{1.1} \leq 0$ then H_0 is accepted. The path diagram for testing the first hypothesis is described as follows (figure 1):

Fig. 1. First Hypothesis Testing Path Chart

Hypothesis 2: Organizational characteristics positively influence optimal leader decisions.

Statistical Hypotheses:

$H_0: \gamma_{2.1} \leq 0$; organizational characteristics do not have a positive effect on optimal leader optimal decisions.

$H_a: \gamma_{2.1} > 0$: organizational characteristics positively influence the leader optimal decisions.

If the value $\gamma_{1.1} \times \beta_{2.1} > 0$ then H_0 is rejected, conversely if the value $\gamma_{1.1} \times \beta_{2.1} \leq 0$ then H_0 is accepted. The path diagram for testing the second hypothesis is illustrated as follows (figure 2):

Fig. 2. Second First Hypothesis Testing Path Chart

Hypothesis 3: Successful implementation of accounting information system positively influences optimal leader decisions.

Statistical Hypothesis:

$H_0: \beta_{2.1} \leq 0$ The successful implementation of an accounting information system does not have a positive effect on the optimal leader decisions

$H_a: \beta_{2.1} > 0$ The successful implementation of an accounting information system has a positive effect on the optimal leader decisions

If the value $\beta_{2.1} > 0$ then H_0 is rejected, conversely if the $\beta_{2.1} \leq 0$ then H_0 is accepted. The path chart for the third hypothesis test is illustrated as follows (figure 3):

Figure. 3. Third Hypothesis Testing Path Chart

Hypothesis 4: Organizational characteristics positively influence optimal leader decisions through the successful implementation of accounting information systems.

Statistical Hypothesis:

$H_0: \gamma_{1.1} \times \beta_{2.1} \leq 0$ Organizational characteristics do not have a positive effect on the optimal leader decisions through the successful implementation of an accounting information system

$H_a: \gamma_{1.1} \times \beta_{2.1} > 0$ Organizational characteristics positively influence the optimal leader decisions through the successful implementation of accounting information systems

If the value $\gamma_{1.1} \times \beta_{2.1} > 0$ then H_0 is rejected, conversely if the value $\gamma_{1.1} \times \beta_{2.1} \leq 0$ then H_0 is accepted. The path diagram for testing the fourth hypothesis is illustrated as follows (figure 4):

Figure. 4 Fourth Hypothesis Testing Path Diagram

4. Results

From 119 questionnaires distributed to 119 provincial/regency/ city local governments, 111 questionnaires of 111 local governments were returned with the following details (Table 2):

TABLE 2. RECAPITULATION OF QUESTRIONAIRE

Local Government	Questionnaire Distributed	Returned Questionnaire	Percentage
West Java	28	28	100%
Central Java	36	32	89%
East Java	39	38	97%
DKI Jakarta	1	1	100%
DI Yogyakarta	6	6	100%
Banten	9	6	67%
Total	119	111	93%

Profile of respondents from the incoming questionnaire answers was grouped into five categories, namely: gender, education level, age, duration of service, and position as presented in Table 3.

TABLE 3. DEMOGRAPHY OF RESPONDENTS

No.	Characteristics	Frequency	Percentage
1	Gender		
	Male	56	51%
	Female	55	49%
2	Education		
	Bachelor	88	79%
	Master's	23	21%
3	Duration of service		
	≤ 5 years	16	14%
	>5 – ≤ 10 years	15	13%
	>10 – ≤ 20 years	46	42%
	≥ 20 years	34	31%
4	Age		
	< 20 years	-	-
	20 – 40 years	48	43%
	> 40 – 50 years	50	45%
	> 50 years	13	12%

4.1. Descriptive Analysis:

Descriptive analysis of the results of the response data can be used to enrich the discussion. Through the description of the data, the condition of the variable being studied can be identified. According to Cooper and Schindler (2014) descriptive analysis can be done through central symptoms and measures of variability. Measures of central symptoms are mean, median, and mode, while measures of variability include the range of scores and standard deviations. In this study, the average value and standard deviation are used to describe the condition of each variable.

The average value and standard deviation of the respondents' answer score are useful to provide the overall picture of the characteristics of the organization, the successful implementation of an accounting information system, and the optimal leader decisions of the leadership of the provincial/ regency/city government in the Provincial Region in Java (see table 4).

TABLE 4. DESCRIPTIVE STATISTICS

Var.	Avg.	Std. Dev.	Max.	Min.	> Avg.	< Avg
X	5.31	0.71	7	3.1	64	47
Y	5.61	0.70	7	3.9	57	54
Z	5.68	0.61	7	4.1	49	62

Organizational characteristics (X) are measured using 8 indicators and are based on the results of the responses of respondents, and an average score of 5.31 is obtained and closer to a score of 5 on a scale of 1- 7. This means that most provincial /regency/city governments in the provincial regions in Java have sufficient organizational characteristics. The number of regions that have scores above the average is more than the regions that have scores below the average.

The success of the implementation of accounting information system (Y) is measured using 8 indicators and is based on the results of the responses of respondents, and an average score of 5.61 is obtained and closer to a score of 6 on a scale of 1- 7. This means that most provinces/regencies/cities in the provinces in Java are quite successful in implementing the accounting information system. The number of regions that have scores above the average is more than the regions that have scores below the average.

The optimal decision of leader (Z) is measured using 4 indicators and based on the results of the responses of respondents an average score of 5.68 is obtained and closer to a score of 6 on a scale of 1- 7. This means that a number of provincial/regency/city leaders in the provincial regions in Java are optimal. The number of regions that score above average is less than the regions that score below average.

4.2. Structural Equation Modeling

The purpose of this research is to examine the effect of organizational characteristics on the successful implementation of accounting information systems and their impact on the optimal decision of the leader. The modeling used in this study is the structural equation. There are two types of models that are formed, namely the measurement model and structural model in modeling this structural equation. The proportion of variance from each manifest variable (indicator) that can be explained through latent variables will be explained in this measurement model.

4.3. Fit Model Test

Model fitness test (goodness of fit) is carried out to determine whether the model obtained has been appropriate in describing the relationship between the variables being studied so that it can be categorized into good models (Beckett et al., 2017). Model suitability test in structural equation modeling can be seen based on several criteria for testing the suitability of the model as presented in table 5.

TABLE 5. GOODNESS OF FIT MODEL

Goodness of Fit	Estimation Result	Note
Chi-Square	264.1 (p-value 0.000)	Not Fit
RMSEA	0.077*	Fit
RMR	0.062*	Fit
GFI	0.806	Not Fit
NFI	0.948*	Fit
NNFI	0.975*	Fit
IFI	0.979*	Fit
RFI	0.938*	Fit
CFI	0.979*	Fit

*Good Model

The results of testing the model fit using the χ^2 test (chi-square) obtained a value of 264.1 with a p-value of 0.001. According to Beckett et al. (2017) in structural equation modeling, it is not desirable that the p-value is less than 0.05. Returning to the results above, it can be seen that the p-value less than 0.05 indicates that the χ^2 test is significant. Thus, when referring to the results of the χ^2 test, the model obtained does not meet the overall criteria of a good model. However, according to (Hair et al., 2014), it is difficult to get a p-value greater than 0.05 in the chi-square test so that several other model match sizes are developed.

Another measure that still has a relationship with the χ^2 test is the Root Mean Square Error of Approximation. What is a good RMSEA value is still being debated, but according to Beckett et al. (2017) if the RMSEA value is below 0.08 the model can be accepted. In table 5 it can be seen that the RMSEA value of 0.077 is still smaller than 0.08 so that when referring to the RMSEA value the model meets the criteria of a good model. Likewise, when viewed from the Normed Fit Index (NFI), Incremental Fit Index (IFI) and Comparative Fit Index (CFI) all are greater than 0.9 and meet good model criteria. Match test results show the model obtained meets the criteria of goodness of fit on the size of RMSEA and RMR (<0.08), then NFI, NNFI, IFI and CFI (> 0.90) so that it can be concluded that the estimation results of the model can be accepted, meaning that the model is empirically obtained according to theoretical models.

4.4. Evaluation of Measurement Model

The measurement model is a model that connects latent variables with manifest variables. Through the measurement model, it will be known which indicator is more dominant in reflecting latent variables. According to Hair et al. (2014; 605) if the manifest variable has a factor loading value less than 0.50, the corresponding manifest variable is recommended to be removed from the model. In this study there are 10 latent variables with the number of manifest variables as many as 20. The latent variables of organizational characteristics consist of 4 dimensions and 8 manifest variables; the successful implementation of an accounting information system consists of 3 dimensions and 8 manifest variables, and the optimal leader decisions consist of 4 manifest variable.

The model fitness test (goodness of fit) concludes that the model can be accepted, meaning that the model obtained can be used to test the research hypotheses that have been set. Using the robust maximum likelihood estimation method a full model path diagram is obtained for the effect of organizational characteristics on the successful implementation of an accounting information system and its impact on optimal leader decisions as shown in Figure 5 below.

Figure. 5 Full Standardization Coefficient of Structural Equation Models

Through the weight of the factors contained in Figure 4 it can be seen in the latent variables of organizational characteristics (X), the ITI (information technology infrastructure) dimensions are the strongest in reflecting the latent variables of organizational characteristics, whereas the dimensions of EM (extrinsic motivation) are weakest in reflecting the latent variables of organizational characteristics. Then in the latent variable the successful implementation of accounting information system (Y), the IQ dimension (information quality) is the strongest in reflecting the latent variable in the successful implementation of accounting information system, conversely, the SQ (system quality) dimension is the weakest in reflecting the latent variable in the successful implementation accounting information system.

Finally, in the optimal leader decisions latent variable (Z), indicator Z3 (commitment can be carried out) is the strongest in reflecting the optimal leader decisions latent variable, while the Z4 indicator (satisfaction with decision results) is the weakest in reflecting the optimal leader decisions latent variable. Furthermore, to find out whether the indicators used to measure dimensions and latent variables have a high degree of conformity, construct reliability and variance extracted calculations are performed. The following are the results of the calculation of construct reliability and variance extracted for each indicator of latent variables (see table 6).

TABLE 6. CONSTRUCT RELIABILITY (CR) AND AVERAGE VARIANCE EXTRACTED (AVE) EACH DIMENSION

Indicator	Loading Factor						
	MS	EM	OC	ITI	SQ	IQ	NB
1	0.771	0.998	0.85	0.701	0.806	0.906	0.906
2	0.933	0.681	0.827	0.750	0.865	0.852	0.837
3					0.860	0.904	
CR	0.844	0.839	0.826	0.702	0.881	0.918	0.864
AVE	0.732	0.730	0.703	0.527	0.712	0.788	0.761

According to Beckett et al. (2017) the composite reliability (CR) which is considered satisfactory is greater than 0.70 and the average variance extracted (AVE) is greater than 0.50. In table 6 it can be seen that the composite reliability of each dimension is greater than 0.70, indicating that the indicators used to measure each dimension already have reliability. Then the average variance extracted for each dimension greater than 0.50 indicates that the dimensions are able to reflect more than 50% of the information contained in the indicators that make it up (see table 7)..

TABLE 7. CONSTRUCT RELIABILITY (CR) AND AVERAGE VARIANCE EXTRACTED (AVE) EACH VARIABLE

Dimension/Indicator	Loading Factor		
	X	Y	Z
1	0.863	0.942	0.799
2	0.622	0.987	0.730
3	0.921	0.979	0.841
4	0.980		0.593
CR	0.915	0.979	0.832
AVE	0.735	0.940	0.558

In the organizational characteristics latent variable, the extracted variance value of 0.735 indicates that on average 73.5% of the information contained in each dimension can be represented through the latent variable of organizational characteristics. Then the construct reliability value of the latent variables of organizational characteristics (0.915) is still greater than the recommended one which is 0.70. Furthermore, on the latent variable the success of the implementation of accounting information systems, the extracted variance value of 0.940 shows that on average 94.0% of the information contained in each dimension can be represented through the latent variable of the successful implementation of accounting information systems. Then the value of the construct reliability of latent variables the success of the implementation of accounting information systems (0.979) is still greater than the recommended one, 0.70. Finally, in the optimal leader decisions latent variable, the extracted variance value of 0.558 shows that on average 55.8% of the information contained in each indicator can be represented through the optimal leader decisions latent variable. Then the construct reliability value the optimal leader decisions latent variable (0.832) is still greater than the recommended one, 0.70.

4.5. Evaluation of Structural Models

After the measurement model for each latent variable is described, a structural model will then be elaborated which will examine the effect of the exogenous latent variable on the endogenous latent variable. Based on the results of data processing, the structural equation obtained will be tested as presented in Table 8.

TABLE 8. STRUCTURAL MODEL OF OPTIMAL LEADER DECISIONS

Line	Coefficient	tstatistic	p-value	R ²
X == > Y	0.573	5.240	0.000	0.329
X == > Z	0.279	3.864	0.000	0.909
Y == > Z	0.765	9.271	0.000	
X == > Y == > Z	0.439	6.466	0.000	-

Through the R-square value, it can be seen that the characteristics of the organization have an effect of 30.9% on the successful implementation of accounting information systems. Then the organizational characteristics and successful implementation of accounting information systems have an effect of 90.09% on the optimal leader decisions.

5. Discussion

5.2. The Influence of Organizational Characteristics on the Successful Implementation of Accounting Information Systems

$H_0: \gamma_{1.1} \leq 0$ Organizational characteristics do not have a positive effect on the successful implementation of accounting information systems.

$H_a: \gamma_{1.1} > 0$ Organizational characteristics have a positive effect on the successful implementation of accounting information systems.

Based on the data in table 8, $t_{\text{statistic}}$ value of organizational characteristics variables is seen on the successful implementation of accounting information systems (5.240) and is greater than t_{critical} (1.64). Because $t_{\text{statistic}}$ value is greater than t_{critical} , then at a level of error of 5% it was decided to reject H_0 so that H_a was accepted. Therefore, based on the results of the test it can be concluded that organizational characteristics have a positive effect on the successful implementation of accounting information systems to provincial/ regency/ city governments in the provincial regions in Java. The results of this study provide empirical evidence that the more adequate the characteristics of the organization are, the more successful the implementation of accounting information systems will be.

The results of the study are that organizational characteristics support the successful application of accounting information systems. This research shows that local governments should apply rewards and encouragement to employees so that there is a motivation for their performance. Improvement of facilities and infrastructure of information systems and enhancing the capabilities of leaders have to be improved to encourage the success of the accounting information system.

This is following the research of Petter et al. (2014) that organizational characteristics are part of the organizational structure, which gives influence to the technology used by organizations both directly and indirectly. Lande (2005) found that organizational factors will influence the implementation of information systems in the public sector. As for what encourages the government of a country to apply the accrual basis, among others, there is encouragement from countries that are members of the OEDC. The quality of information systems can be improved by maximizing management support (Darmansyah et al., 2019). This study is in accordance with Bakri and Mulyani (2019) stating that the use of enterprise resource planning (ERP) technology affects the quality of accounting information systems, because IT infrastructure, which includes the sophistication of information technology and the readiness of IT facilities, can improve organizational characteristics.

5.2. The Influence of Organizational Characteristics on Optimal Leader Decisions

$H_0: \gamma_{2.1} \leq 0$ Organizational characteristics do not have a positive influence on optimal leader decisions.

$H_a: \gamma_{2.1} > 0$ Organizational characteristics have a positive effect on optimal leader decisions.

Based on the data in table 8, it is seen that $t_{\text{statistic}}$ value of the organizational characteristics variable toward optimal leader decisions (3.864) and is greater than t_{critical} (1.64). Because $t_{\text{statistic}}$ value is greater than t_{critical} , then at a level of error of 5% it was decided to reject H_0 so that H_a was accepted. Thus, based on the results of the test it can be concluded that organizational characteristics positively influence the optimal leader decision of the provincial/regency/city government in the provincial regions in Java. The results of this study provide empirical evidence that the more adequate the characteristics of the organization are, the more optimum decisions of the leader will be.

This study is in accordance with the research of (Duncan, 1972) denoting that organizational characteristics can influence leadership decisions to be effective. According to Nooraie (2012) internal organizational characteristics such as organizational size and organizational capability will influence the strategic decisions of leaders.

Management support is one of the dimensions of organizational characteristics that greatly influences the optimal decision of the leadership. Therefore, strong management support is highly demanded. In the field implementation, management support still needs to be improved in quality. Leaders in local governments have not yet involved their subordinates in full to participate in a discussion of the problem; they do not want to take risks if it is not in accordance with the established path.

The other organizational characteristics that can still be improved are the encouragement and motivation of leaders to their subordinates. There is something inappropriate regarding employee discipline, where the assessment is only focused on absenteeism, while the quality of time is not assessed. This continues to happen, as if as a matter of course, this omission will have a negative impact on performance and will hamper the completion of work and will ultimately result in less optimal leadership decisions.

5.3. The Effect of Successful Implementation of Accounting Information Systems on Optimal Leader Optimal Decisions

$H_0: \beta_{2.1} \leq 0$ Successful implementation of accounting information systems does not have a positive effect on optimal leader decisions.

$H_a: \beta_{2.1} > 0$ The successful implementation of an accounting information system has a positive effect on optimal leader decisions.

Based on the data in table 8, the $t_{\text{statistic}}$ value of the success of applying an accounting information system the optimal leader decisions (9.271) is seen as greater than t_{critical} (1.64). Because the $t_{\text{statistic}}$ value is greater than the t_{critical} , then at a level of error of 5% it was decided to reject H_0 so that H_a was accepted. Therefore, based on the results of the test it can be concluded that the successful implementation of the accounting information system has a positive effect on the optimal leader decisions of the provincial/regency/city government in the provincial regions in Java. The results of this study provide empirical evidence that the more successful implementation of accounting information systems will make the decision of the regional leader to be optimum.

This is in accordance with Chang, Chang, and Paper (2003) stating that accounting information systems (AIS) are computer-based systems that process accounting/financial information that supports the task of making decisions in controlling organizational activities. In a variety of organizations, decision-making is one of the most important managerial functions. Therefore, over the past few decades much research has been carried out on building models to assist managers and executives in making better decisions regarding complex and highly uncertain business environments (Nooraie, 2012; Adeniran, Hamid, Noor, 2020).

From the research conducted by Fitriati & Mulyani (2015) the success of the system of accounting information is influenced by the commitment and organizational culture, while the research of Darma et al. (2018) shows that financial accounting information systems are strongly supported by top management. However, this research is not similar to the research of Nurhayati and Mulyani (2015) explaining that top management commitment does not give any influence on the successful implementation of the accounting information system.

Studies conducted at large banking companies throughout the world show that the quality of information influences decision making, where the leader is the party most blamed for making the wrong decision Abumandil

and Hassan (2016). Information system is a collection of two or more interrelated components that interact to achieve a goal, while information is data that has been organized and processed to provide meaning and improvement in the decision-making process (Romney & Steinbart, 2018). Information system is a system that receives input data and instructions, processes the data according to instructions and releases the results (Davis, 1989).

5.4. The Effect of Organizational Characteristics on the Optimal Leader Decisions through the Successful implementation of Accounting Information Systems

$H_0: \gamma_{1.1} \times \beta_{2.1} \leq 0$: Through the successful implementation of accounting information systems, organizational characteristics do not have a positive effect on the optimal leader decisions.

$H_a: \gamma_{1.1} \times \beta_{2.1} > 0$: Through the successful implementation of accounting information systems, organizational characteristics positively influence the optimal decision of the leader.

Based on the data in table 8, it can be seen that $t_{\text{statistic}}$ of the organizational characteristics variable toward the optimal leader decisions through the successful implementation of an accounting information system is 6.466 and is greater than t_{critical} (1.64). Because $t_{\text{statistic}}$ is greater than t_{critical} , then at a level of error of 5% it was decided to reject H_0 so that H_a was accepted. Thus, based on the results of the test it can be concluded that through the successful implementation of accounting information systems, organizational characteristics have a positive effect on the optimal leader decisions of the provincial/regency/city government in the provincial regions in Java

This study is in accordance with the research of Raymond (1985) denoting that organizational characteristics can influence the success of information systems, where these variables include a high percentage that affects information systems, and this in turn affects leader decision making. Organizational characteristics are one of the supporters of the successful implementation of accounting information systems. Moreover, accounting information systems can facilitate the leader in decision making so that decisions taken can be effective and produce good managerial performance, (Mollanazari & Abdolkarimi, 2012). In general, the findings of (Mbelwa, 2015) the public sector in Tanzania show that the education and experience of employees in finance and accounting have a significant effect on the quality of the budgeting decision-making process in the public sector. In addition, this research also proves that the quality of good decision-making will be influenced by a good accounting information system.

5. Conclusion

Organizational characteristics have a positive effect on the successful implementation of accounting information systems to provincial/regency/city governments in the provincial regions in Java. The results of this study provide empirical evidence that the more adequate the characteristics of the organization are, the more successful the implementation of accounting information systems will be. Organizational characteristics positively influence the optimal leader decisions of the provincial/regency/city government in the provincial regions in Java. The results of this study provide empirical evidence that the more adequate the characteristics of the organization are, the more optimum the decisions of the leader will be. The optimal decision of provincial/regency/ city government leaders in the provinces in Java is influenced by the successful application of the system of accounting information, and has it a positive direction. Organizational characteristics have a positive effect on the optimal leader decisions of the provincial/regency/city government in the provincial regions in Java through the successful implementation of accounting information systems.

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