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MANAGEMENT PARTICIPATION IN HUMAN RESOURCES AND INFORMATION TECHNOLOGY ON THE EFFECTIVENESS OF INFORMATION SYSTEMS (Studies on MSMEs in East Java Province)

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Abstract: *Management Participation in Human Resources and Information Technology on the Effectiveness of Information Systems (Studies at MSMEs in East Java Province).* This study aims to determine the effectiveness of information systems in terms of management participation, human resources and information technology. This research was conducted at MSMEs in East Java Province. The research method uses a correlational study approach by conducting hypothesis testing. Hypothesis testing is conducted to determine the correlation between the effectiveness of information systems in terms of management participation, human resources and information technology. Data was collected through a survey of respondents, namely MSMEs in the Province East Java. The samples collected were 97 MSMEs. Data were analyzed to prove the influence of management participation on human resources, and the information technology used which will drive the effectiveness of information systems. The test results prove the influence of management participation on human resources and information technology which then encourages the effectiveness of information systems. It can be concluded that the greater the management's participation in human resources and information technology can increase the effectiveness of the information system. In addition, management participation can also directly increase the effectiveness of information systems.

Keywords: job satisfaction, performance, self-worth and external factors.

INTRODUCTION

Technology that is growing rapidly demands all parties create new breakthroughs and start developing new ideas to cope with the increasingly fierce competition in the future. All of this can be done if all of these parties are able to make decisions based on accurate, relevant and timely information. Information systems make it easy for management to produce financial information that is trusted, relevant, timely, understandable and tested to help make decisions (Alaryan, Haija and Taber, 2014; Ratnaningsih and Suaryana, 2014; Pardani and Damayanthi, 2017; Dwitrayani, Widanaputra and Putri, 2017; Pontonuwu, Elim and Suwetja, 2017; Dewi, Surya and Yudha, 2020).

Information technology functions in designing, implementing and maintaining control of the company's operational activities. Information technology has the ability to collect, process and store data, which will later be reported in financial reports. Information technology increases accuracy and speed in processing transactions, and provides various benefits in operational efficiency, low costs, and minimizes human error (Ratnaningsih and Suaryana, 2014; Dwitrayani, Widanaputra and Putri, 2017; Vipraprashta and Sari, 2016; Safitri, Rahayu and Triyanto, 2017; Dewi, Surya and Yudha, 2020).

The use of information technology helps the process of gathering information more quickly and accurately. Although in general it is widely known that the benefits offered are not cheap. Especially if the existing information technology is not or has not been able to be fully utilized, the technology implementation will be in vain. These constraints may be a factor in the use of information technology in government agencies not yet optimal.

Adequate technology becomes meaningless if it is not supported by quality human resources. Human resource is one very important factor that cannot even be separated from an organization. Human resources are the key that determines the development of a company because it has sufficient potential to increase the productivity and operational activities of the company (Ratnaningsih and Suaryana, 2014; Vipraprashta and Sari, 2016; Dwitrayani, Widanaputra and Putri, 2017; Pardani and Damayanthi, 2017; Safitri, Rahayu and Triyanto, 2017; Agustina and Sari, 2020).

Human resources have a very important role in the effectiveness of information systems. System development is an integrated part of corporate planning which is recognized by top management. Therefore, development is also required to be in line with corporate planning, so as to support the goals to be achieved by the company. Thus, it will be used for making and making decisions in system development for the better (Widyantari and Suardhika, 2016; Vipraprashta and Sari, 2016; Safitri, Rahayu and Triyanto, 2017; Pontonuwu, Elim and Suwetja, 2017; Pardani and Damayanthi, 2017; Agustina and Sari, 2020; Dewi, Surya and Yudha, 2020).

Based on the explanation above, the researcher can conclude that the information system is said to be effective if it can achieve the goal, namely providing accurate information to support appropriate decision making. Whether an information system is effective or not can be influenced by the resources and information technology used. The ability of resources in using information systems and the use of information technology in an information system are factors that drive the effectiveness of an information system.

This is also what encourages researchers to conduct research on Micro, Small and Medium Enterprises (MSMEs) operating in East Java Province. Researchers are interested in knowing the extent to which the effectiveness of information systems is

influenced by human resources and information technology. For this reason, the researcher made preliminary observations in order to obtain an overview of the use of information systems by MSMEs and the information technology they use.

In observations made by researchers from the beginning of November 2020 to the end of December 2020, the researcher found the fact that the majority of MSMEs have used information systems in managing their business. However, unfortunately it is not supported by the competence of users in using existing information technology so that it has an impact on the lack of adequate information and leads to slow decision making. This fact illustrates that the lack of user competence in using the applied technology has an impact on the ineffective application of information systems.

This fact encourages researchers to find out more about the impact of management participation, human resources and information technology on the effectiveness of information systems. This research was conducted to determine the effect of management participation, human resources and information technology on the effectiveness of information systems. The benefits that can be obtained from this research are improvements in the form of improving the quality of human resources in using information technology and improving the information technology used and encouraging management to always play a role in the development of information systems so that information systems become effective in achieving their goals.

LITERATURE REVIEW

Information systems can be understood as a system in an organization which is a combination of people, facilities, technology, media, procedures and controls aimed at getting important communication channels, processing certain types of routine transactions, giving signals to management and others. important internal and external events and provides an informed basis for decision making. (Alaryan, Haija and Taber, 2014; Dwitrayani, Widanaputra and Putri, 2017; Pardani and Damayanthi, 2017; Widyantari and Suardhika, 2016; Vipraprashta and Sari, 2016; Safitri, Rahayu and Triyanto, 2017; Agustina and Sari, 2020; Dewi, Surya and Yudha, 2020).

The effectiveness of an information system can be understood from various points of view, including human resources and information technology. Effectiveness basically comes from the word "effect" and this term is used as a causal relationship. Effectiveness can be seen as one cause from another. Effectiveness means that the goals that have been planned before can be achieved or in words the targets are achieved because of the activity process (Widyantari and Suardhika, 2016; Safitri, Rahayu and Triyanto, 2017; Sasongko, 2020). In other words, the assessment of effectiveness must be related to the problem of goals and objectives (Ratnaningsih and Suaryana, 2014; Vipraprashta and Sari, 2016; Pardani and Damayanthi, 2017; Agustina and Sari, 2020; Dewi, Surya and Yudha, 2020).

The competence of human resources in carrying out a function can be seen from the level of responsibility and competence of these resources. According to some experts, competence is a characteristic that underlies a person to achieve high performance in his job. Employees who do not have sufficient knowledge will work intermittently and also lead to waste of materials, time and energy (Safitri, Rahayu and Triyanto, 2017; Fauzi, 2015; Vipraprashta and Sari, 2016; Paranoan, Tandirerung, Paranoan, 2019; Pardani and Damayanthi, 2017; Pontonuwu, Elim and Suwetja, 2017; HSB and Septiari, 2020; Agustina and Sari, 2020; Dewi, Surya and Yudha, 2020). Therefore, it can be understood

that human resources play an important role in the realization of the effectiveness of information systems. However,

Management's ability to support its human resources is one of the supporting factors for the good performance of information systems in the company. Management skills and abilities in providing motivation can affect employee satisfaction (Paranoan, Tandirerung, Paranoan, 2019; Vipraprashta and Sari, 2016; Dwitrayani, Widanaputra and Putri, 2017; Pardani and Damayanthi, 2017; Pontonuwu, Elim and Suwetja, 2017; HSB and Septiari, 2020; Sasongko, 2020; Agustina and Sari, 2020; Dewi, Surya and Yudha, 2020). Management support is responsible for providing general guidelines for information system activities. The level of support provided by management for an organization's information system can be a very important factor in determining the success of all activities related to information systems.

Based on the explanation above, a conceptual framework can be made as follows:

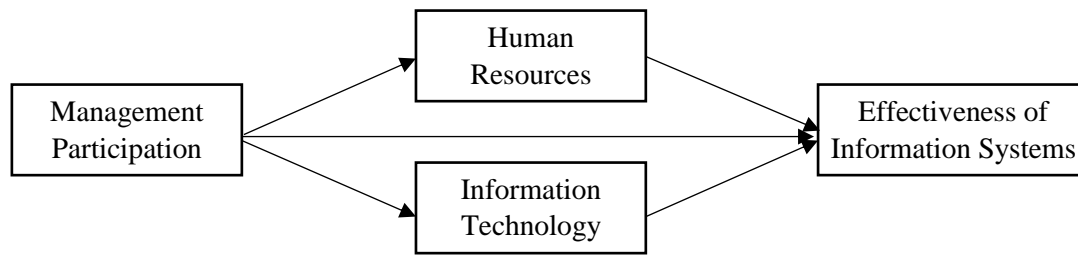


Image 1. conceptual framework

Based on the conceptual framework above, the following hypotheses can be formulated:

1. Management participation and its relationship with the effectiveness of information systems.

Management participation systems are conceptualized as involvement and participation of executives or management in the field of Information Technology (IT) / Information Systems (Dwitrayani, Widanaputra and Putri, 2017; Pardani and Damayanthi, 2017; Ratnaningsih and Suaryana, 2014; Safitri, Rahayu and Triyanto, 2017; Widyantari and Suardhika, 2016; Sasongko, 2020; Agustina and Sari, 2020; Dewi, Surya and Yudha, 2020). Management participation is management's involvement in implementing information systems and development strategies for information systems to be implemented. Management's participation in providing support is a guide regarding commitment and support for all resources required by the company. Based on this explanation, the following hypothesis can be built:

H1: Management participation affects the effectiveness of information systems

2. Management participation and its relationship with human resources

The success of the system in producing accounting information is largely determined by the mastery of techniques. Behavioral factors that affect the quality of accounting information systems include: use of information technology, user expertise, user

involvement, training, top manager support and user conflicts (Pardani and Damayanthi, 2017; Safitri, Rahayu and Triyanto, 2017; Widyantari and Suardhika, 2016; Pontonuwu, Elim and Suwetja, 2017; Agustina and Sari, 2020; Dewi, Surya and Yudha, 2020). However, researchers only examined 2 factors from the factors that have been mentioned, namely: top management support and user expertise in this study mentioned with the technical ability of the AIS operator. Based on this explanation, the following hypothesis can be formulated:

H2: Management participation affects human resources

3. Management participation and its relationship with information technology

Management participation in the development of information systems in terms of its position in the steering committee for information technology development projects, intensity of active participation related to the use of information technology, intensity of informal contact with senior managers in information technology, personal use of technology in daily activities, and understanding in-depth information about the ins and outs of the use of information technology within the organization and within its competing organizations (Dwitrayani, Widanaputra and Putri, 2017; Pardani and Damayanthi, 2017; Ratnaningsih and Suaryana, 2014; Sasongko, 2020; Agustina and Sari, 2020). Based on this explanation, the following hypothesis can be formulated:

H3: Management participation affects information technology

4. Human resources and their relationship with the effectiveness of information systems.

To support the company's activities properly, competent human resources are needed. The education that employees have is a guarantee for getting a job. Employees must also receive formal training in accordance with their needs and fields to better support their performance (Pardani and Damayanthi, 2017; Safitri, Rahayu and Triyanto, 2017; Vipraprashta and Sari, 2016; Widyantari and Suardhika, 2016; Pontonuwu, Elim and Suwetja, 2017; Paranoan, Tandirerung, Paranoan, 2019; HSB and Septiari, 2020; Sasongko, 2020; Agustina and Sari, 2020; Dewi, Surya and Yudha, 2020). Based on this explanation, the hypothesis is as follows.

H4: Human resources affect the effectiveness of information systems

5. Information technology and its relationship with the effectiveness of information systems.

An accounting information system can be said to be effective if the system is able to produce acceptable information and meet expectations in a timely, accurate and reliable manner, it requires adequate and maximum use of information technology. The use of information technology is data processing, information processing and management work processes electronically (Pardani and Damayanthi, 2017; Safitri, Rahayu and Triyanto, 2017; Widyantari and Suardhika, 2016; Paranoan, Tandirerung, Paranoan, 2019; Sasongko, 2020; Agustina and Sari, 2020). Based on this explanation, the hypothesis is as follows:

H5: Information technology affects the effectiveness of information systems

RESEARCH METHODS

This research is an explanatory study, where the researcher tries to explain the causal relationship between the variables being tested. The cause and effect relationship

to be tested is management support for the effectiveness of information systems, management support for human resource competence, management support for software and hardware used, human resource competence on the effectiveness of information systems and software and hardware used for the effectiveness of information systems. The causal relationship between these variables will be able to build a conceptual construction regarding the effectiveness of the information system in Pandaan District.

This study took the population of MSMEs in East Java Province, with the number of samples a total of 98 MSMEs with details of 36 MSMEs in the Food and Beverage sector, 32 MSMEs in the handicraft sector, 29 MSMEs in the field of Agricultural and Plantation Processes. The sample of 97 MSMEs is MSMEs that have used information systems in running their business and the data will be taken using a questionnaire. The questionnaire given to respondents contains a list of questions regarding Management Participation, Human Resources, Information Technology and Information System Effectiveness.

In relation to the questionnaire used in this study, the questionnaire was compiled based on questions that are relevant to the research variables. These questions can be answered by the respondent by filling in a score between 0 - 5. The higher the score, the higher the respondent's opinion on the research variable. After all the respondents filled out the distributed questionnaires, the data contained in the questionnaire will be analyzed and interpreted empirically.

Data analysis to be carried out in this study is path analysis using Partial Least Square (PLS). This is based on a conceptual framework that has been made previously in which the research variables have their respective influence paths. The conceptual framework described above illustrates the influence of management participation that has an impact on Human Resources and Information Technology which then impacts on the Effectiveness of Information Systems. Therefore, before carrying out the path analysis, a model is first made for path analysis as follows:

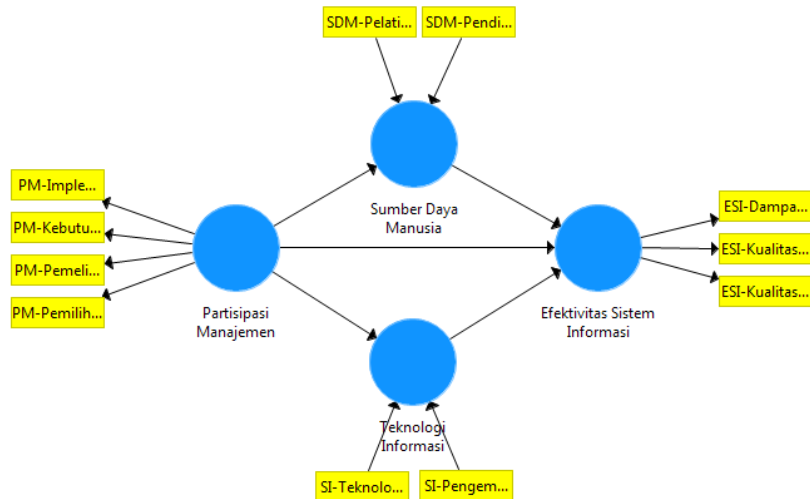


Figure 2. Path Diagram

Outer Model

$$\begin{aligned} \text{Management Participation}_1 &= \lambda_1 \text{Human Resources} + \varepsilon_1 \\ \text{Management Participation}_2 &= \lambda_2 \text{Human Resources} + \varepsilon_2 \\ \text{Management Participation}_3 &= \lambda_3 \text{Human Resources} + \varepsilon_3 \\ \text{Management Participation}_4 &= \lambda_4 \text{Human Resources} + \varepsilon_4 \\ \text{Management Participation}_5 &= \lambda_5 \text{Information Technology} + \varepsilon_5 \end{aligned}$$

$$\begin{aligned}
\text{Management Participation}_6 &= \lambda_6 \text{Technology Information} + \varepsilon_6 \\
\text{Management Participation}_7 &= \lambda_7 \text{Information Technology} + \varepsilon_7 \\
\text{Management Participation}_8 &= \lambda_8 \text{Information Technology} + \varepsilon_8 \\
\text{Management Participation}_9 &= \lambda_9 \text{Information System Effectiveness} + \varepsilon_9 \\
\text{Management Participation}_{10} &= \lambda_{10} \text{Effectiveness of Information Systems} + \varepsilon_{10} \\
\text{Management Participation}_{11} &= \lambda_{11} \text{Effectiveness of Information System} + \varepsilon_{11} \\
\text{Management Participation}_{12} &= \lambda_{12} \text{Effectiveness of Information System} + \varepsilon_{12} \\
\text{Human Resources}_1 &= \pi_1 \text{Human Resources}_1 + \pi_2 \text{Human Resources}_2 + \delta \\
\text{Information Technology}_1 &= \pi_1 \text{Information Technology}_1 + \pi_2 \\
&\quad \text{Information Technology}_2 + \delta
\end{aligned}$$

Inner Model

$$\begin{aligned}
\text{Human Resources}_1 &= \gamma_1 \text{Participation Management} + \zeta_1 \\
\text{Information Technology}_1 &= \gamma_2 \text{Participation Management} + \zeta_2 \\
\text{Effectiveness of Information Systems}_1 &= \gamma_3 \text{Management Participation} + \beta_1 \text{Human Resources} + \zeta_3 \\
\text{Effectiveness of Information Systems}_2 &= \gamma_4 \text{Management participation} + \beta_2 \text{Information technology} + \zeta_4
\end{aligned}$$

DISCUSSION

This study uses path analysis to analyze data obtained from respondents. The following are the results of the path analysis using PLS:

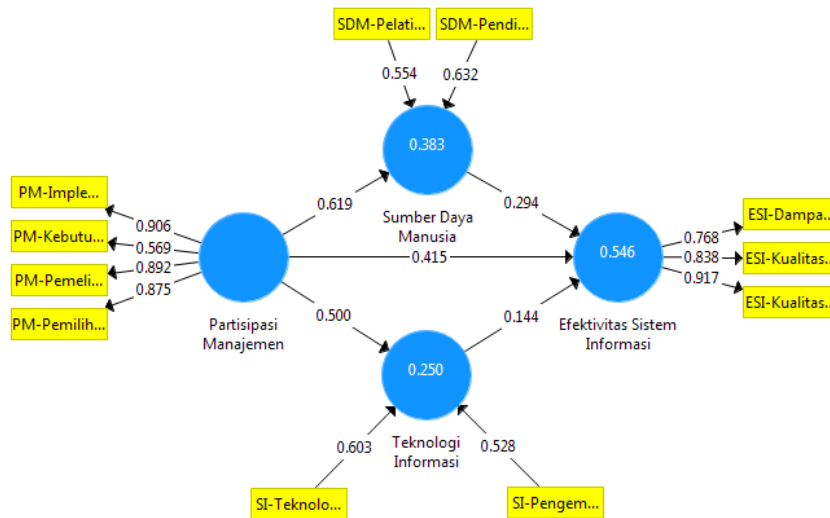


Figure 3. Results of Path Diagram Data Processing

1. Validity Testing

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O...	P Values
ESI-DampakOr...	0.361	0.360	0.044	8.281	0.000
ESI-KualitasInf...	0.382	0.382	0.041	9.268	0.000
ESI-KualitasSist...	0.439	0.440	0.031	14.309	0.000
PM-Implement...	0.368	0.367	0.027	13.668	0.000
PM-Kebutuhan...	0.179	0.178	0.048	3.714	0.000
PM-Pemelihar...	0.350	0.348	0.027	12.871	0.000
PM-Pemilihan...	0.288	0.286	0.029	9.987	0.000
SDM-Pelatihan...	0.554	0.538	0.127	4.382	0.000
SDM-Pendidik...	0.632	0.640	0.114	5.557	0.000
SI-Pengemban...	0.528	0.537	0.149	3.553	0.000
SI-TeknologiInf...	0.603	0.584	0.148	4.079	0.000

Table 1.Outer Weight Table

Based on the table above, it is known that all indicators of Information System Effectiveness, Management Participation, Human Resources and Information Technology have a T Statistic value > 1.96 or probability < alpha (5%). Thus, all indicators are declared valid in measuring their latent variables.

	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Efektivitas Siste...	0.794	0.808	0.880	0.711
Partisipasi Man...	0.834	0.891	0.890	0.677
Sumber Daya ...		1.000		
Teknologi Infor...		1.000		

Table 2.Construct and Realibility table

Based on the table above, it is known that the indicators of Information System Effectiveness and Management Participation have an Average Variance of > 0.05. Thus, the indicator is declared valid in measuring the latent variable.

2. Reliability Testing

Based on table 2 above, it is known that the Management Participation variable has a Cronbach Alpha value of 0.834 and a Cronbach Alpha value of 0.794 for the Information System effectiveness variable. Thus, the Management Participation variable has a Cronbach Alpha value > 0.6 so that it is declared reliable in measuring its latent variables. Likewise, the Management Participation variable has a Composite Reliability value of 0.880. Thus, the Management Participation variable has a Composite Reliability value > 0.7 so that it is declared reliable in measuring the latent variable.

3. Path Diagram Conversion

Based on Figure 3, a Path Diagram Conversion can be made as follows:

$$\begin{aligned} \text{Management Participation}_1 &= \lambda_1 \text{Human Resources} + \varepsilon_1 \\ &= 0.906 \text{ Human Resources} \\ \text{Management Participation}_2 &= \lambda_2 \text{Human Resources} + \varepsilon_2 \end{aligned}$$

$$\begin{aligned}
&= 0.569 \text{ Human Resources} \\
\text{Management Participation}_3 &= \lambda_3 \text{Human Resources} + \varepsilon_3 \\
&= 0.892 \text{ Human Resources} \\
\text{Management Participation}_4 &= \lambda_4 \text{Human Resources} + \varepsilon_4 \\
&= 0.875 \text{ Human Resources} \\
\text{Management Participation}_5 &= \lambda_5 \text{Information Technology} + \varepsilon_5 \\
&= 0.906 \text{ Information Technology} \\
\text{Management Participation}_6 &= \lambda_6 \text{Technology Information} + \varepsilon_6 \\
&= 0.569 \text{ Information Technology} \\
\text{Management Participation}_7 &= \lambda_7 \text{Information Technology} + \varepsilon_7 \\
&= 0.892 \text{ Information Technology} \\
\text{Management Participation}_8 &= \lambda_8 \text{Information Technology} + \varepsilon_8 \\
&= 0.875 \text{ Information Technology} \\
\text{Management Participation}_9 &= \lambda_9 \text{Information System Effectiveness} + \varepsilon_9 \\
&= 0.906 \text{ Information System Effectiveness} \\
\text{Management Participation}_{10} &= \lambda_{10} \text{Effectiveness of Information Systems} + \varepsilon_{10} \\
&= 0.569 \text{ Information System Effectiveness} \\
\text{Management Participation}_{11} &= \lambda_{11} \text{Effectiveness of Information System} + \varepsilon_{11} \\
&= 0.892 \text{ Information System Effectiveness} \\
\text{Management Participation}_{12} &= \lambda_{12} \text{Effectiveness of Information System} + \varepsilon_{12} \\
&= 0.875 \text{ Information System Effectiveness} \\
\text{Human Resources}_1 &= \pi_1 \text{Human Resources}_1 + \pi_2 \text{Human Resources}_2 + \delta \\
&= 0.554 \text{ Human Resources}_1 + 0.632 \text{ Human Resources}_2 \\
\text{Information Technology}_1 &= \pi_1 \text{Information Technology}_1 + \pi_2 \text{Information Technology}_2 + \delta \\
&= 0.603 \text{ Technology Information}_1 + 0.528 \text{ Technology Information}_2
\end{aligned}$$

4. Goodness of FIT

	R Square	R Square Adjus...
Efektivitas Siste...	0.546	0.531
Sumber Daya ...	0.383	0.377
Teknologi Infor...	0.250	0.242

Table 3.R Square table

Based on the table above, it is known that R² of the Information System Effectiveness variable is 0.546 or 54.6%. This shows that the diversity of the Information System Effectiveness variable can be explained by the variable management participation, human resources and information technology of 54.6% or in other words, the contribution of the variable management participation, human resources and information technology to the variable information system effectiveness is 54.6%. While the remaining 45.4% is the contribution of other variables that are not included in this model.

R2 of Human Resources variable is 0.383 or 38.3%. This shows that the diversity of Human Resources variables can be explained by the Management Participation variable of 38.3% or in other words the contribution of the Management Participation variable to the Human Resources variable is 38.3%. While the remaining 61.7% is the contribution of other variables that are not included in this model.

Meanwhile, R2 of Information Technology variable is 0.250 or 25.0%. This shows that the diversity of Information Technology variables can be explained by the Management Participation variable by 25.0% or in other words, the contribution of the Management Participation variable to the Information Technology variable is 25.0%. While the remaining 75.0% is the contribution of other variables that are not included in this model.

	Efektivitas Sist...	Partisipasi Ma...	Sumber Daya ...	Teknologi Info...
Efektivitas Siste...				
Partisipasi Man...	0.228		0.622	0.333
Sumber Daya ...	0.087			
Teknologi Infor...	0.025			

Table 4. Table F Square

Based on the table above, it is known that the effect of Management Participation on the Effectiveness of Information Systems produces f^2 of 0.228. This means that the influence of Management Participation on the Effectiveness of Information Systems has a considerable influence. Meanwhile, the effect of Management Participation on Human Resources results in f^2 of 0.622. This means that the influence of Management Participation on Human Resources does not have a big influence. The influence of Management Participation on Information Technology resulted in f^2 of 0.333. This means that the influence of Management Participation on Information Technology has a considerable influence.

While the influence of Human Resources on the Effectiveness of Information Systems produces f^2 of 0.087. This means that the influence of Human Resources on the Effectiveness of Information Systems is very small. Likewise, the influence of Information Technology on the Effectiveness of Information Systems produces f^2 of 0.025. This means that the influence of Information Technology on the Effectiveness of Information Systems is very small.

5. Hypothesis test

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O...	P Values
Partisipasi Manajemen_ -> Efektivitas Sis...	0.254	0.268	0.083	3.047	0.002
Partisipasi Manajemen_ -> Sumber Daya ...					
Partisipasi Manajemen_ -> Teknologi Inf...					
Sumber Daya Manusia -> Efektivitas Sist...					
Teknologi Informasi_ -> Efektivitas Siste...					

Table 5. Indirect Effect Table

Based on table 5, it is known that the effect of Management Participation on the Effectiveness of Information Systems has a P value of 0.002 which means <from

α of 0.05 so that it can be said that the effect of Management Participation on the Effectiveness of Information Systems has a significant indirect effect. The influence of Management Participation on the Effectiveness of Information Systems has a statistical T value of 3.047 which means > 1.96 , it can be said that the effect of Management Participation on the Effectiveness of Information Systems has a significant direct effect.

6. Convert Path Diagram to Structural Model

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (O...	P Values
Partisipasi Manajemen_ -> Efektiv...	0.415	0.401	0.103	4.037	0.000
Partisipasi Manajemen_ -> Sumb...	0.619	0.627	0.073	8.472	0.000
Partisipasi Manajemen_ -> Teknol...	0.500	0.513	0.073	6.803	0.000
Sumber Daya Manusia -> Efektivit...	0.294	0.313	0.138	2.138	0.033
Teknologi Informasi_ -> Efektivita...	0.144	0.137	0.101	1.430	0.153

Table 6. Path Coefficient Table

Based on Table 6, the following hypothesis testing results can be obtained:

a. Effect of Management Participation on the Effectiveness of Information Systems

The effect of Management Participation on Information Effectiveness has a value of 0.415, which means that if Management Participation increases, Information Effectiveness will increase by 41.5%.

b. The Effect of Management Participation on Human Resources

The effect of Management Participation on Human Resources has a value of 0.619, which means that if Management Participation increases, Human Resources will increase by 61.9%.

c. The Effect of Management Participation on Information Technology

The effect of Management Participation on Information Technology has a value of 0.500, which means that if Management Participation increases, Information Technology will increase by 50.0%.

d. The Influence of Human Resources on the Effectiveness of Information Systems

The influence of Human Resources on Information Effectiveness has a value of 0.294, which means that if Human Resources increase, the Effectiveness of Information will increase by 29.4%.

e. The Influence of Information Technology on the Effectiveness of Information Systems

The influence of Information Technology on Information Effectiveness has a value of 0.144, which means that if Information Technology increases, Information Effectiveness will increase by 14.4%.

7. Dominant Influence

Based on table 6, it is known that the effect of Management Participation on Information Effectiveness has a value of 0.415, the effect of Management Participation on Human Resources has a value of 0.619, the effect of Management Participation on Information Technology has a value of 0.500, the influence of Human Resources on Information Effectiveness has a value of 0.294, and the influence of Information Technology on Information Effectiveness has a value of

0.144. Thus, the dominant influence lies in Management Participation on Human Resources which has a value of 0.619.

CLOSING

1. Conclusion

Based on the results of the discussion, it can be concluded that management participation can improve human resources and information technology used and in the end can encourage the effectiveness of information systems at MSMEs in East Java Province. In addition, management participation can also directly increase the effectiveness of information systems. This means that the greater management participation in human resources and information technology used, the more effective the information system used by MSMEs in East Java Province will be.

2. Suggestion

Based on the above conclusions, it can be suggested to change the model of factors that can affect the effectiveness of information systems, where it can be seen whether these factors influence each other or not on the effectiveness of the information system.

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