Jurnal Akuntansi, Keuangan, dan Manajemen (JAKMAN)
ISSN: 2716-0807, Vol 7, No 4, 2026, 411-430 https://doi.org/10.35912/jakman.v7.n4.p411-430.2026

Financial Reporting Quality: The Mediating Role of Accounting Information Systems in Indonesia's Religious Affairs Ministry

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Article History
Received on 02 July 2026
1st Revision on 06 July 2026
2nd Revision on 21 July 2026
3rd Revision on 04 August 2026
Accepted on 12 August 2026

Abstract

Purpose: This study aims to examine the effects of Human Resource Competence (HRC) and Top Management Support (TMS) on Financial Reporting Quality (FRQ), while investigating the mediating role of Accounting Information Systems (AIS) in the public sector context.

Research Methodology: This study employed a quantitative approach using a survey method at the Ministry of Religious Affairs of Jambi Province, Indonesia. Primary data were collected through structured questionnaires distributed to financial management personnel. A total of 320 respondents were selected using purposive sampling, and the data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS.

Results: The findings show that HRC ($\beta = 0.418$) and TMS ($\beta = 0.465$) positively influence AIS. Furthermore, HRC ($\beta = 0.283$), TMS ($\beta = 0.258$), and AIS ($\beta = 0.444$) significantly improve FRQ, with AIS demonstrating the strongest direct effect. AIS also mediates the relationship between HRC and FRQ ($\beta = 0.186$) and between TMS and FRQ ($\beta = 0.207$).

Conclusions: FRQ is enhanced when competent human resources and strong managerial support are integrated with effective AIS.

Limitations: This study was limited to one public institution and focused only on four variables, restricting broader generalization.

Contributions: This study extends FRQ literature by integrating Institutional Theory and Stakeholder Theory to explain AIS mediation and provides practical insights for strengthening public sector financial management.

Keywords: *Accounting Information Systems, Financial Reporting Quality, Human Resource Competence, Top Management Support*

How to Cite: Riza, P., Rahayu, S., Arum, E. D. P., & Yudi, Y. (2026). Financial Reporting Quality: The Mediating Role of Accounting Information Systems in Indonesia's Religious Affairs Ministry. *Jurnal Akuntansi, Keuangan, dan Manajemen*, 7(4), 411-430.

1. Introduction

Government institutions, as public sector organizations, are obligated to demonstrate accountability by reporting their organizational performance to the public and the legislature (Trisnawati, Ahyani, & Ulfiati, 2020). The preparation and presentation of financial statements represent one of the most fundamental mechanisms through which public sector organizations demonstrate accountability for the management of public resources. Strengthening the quality of financial reporting is therefore essential to advancing the principles of good governance, as high-quality financial information enhances transparency, accountability, and informed decision-making within government institutions (Zahraini, Fithri, & Choiruddin, 2026). In Indonesia, this responsibility is formally established under Government Regulation No. 8 of 2006, which stipulates that financial statements serve as the official means of reporting and accounting for the management of state and regional finances during a specified reporting period. The growing demand for public accountability has intensified pressure on government institutions to improve their organizational performance, thereby ensuring the production of high-quality financial reports. Financial statements serve as a reflection of governmental activities and provide an indication of whether public administration has been conducted effectively. Consequently, government institutions are expected to produce financial reports that meet established quality standards (Arif & Erna, 2022).

The increasing adoption of digital technologies has fundamentally reshaped financial reporting practices by providing integrated information systems that improve the efficiency, accuracy, and timeliness of financial data processing, thereby supporting the preparation of high-quality financial reports (Diah, Hasiara, Lesmana, Raharjo, Aprianti, & Yudaruddin, 2026). Effective financial reporting is inherently dependent upon the availability of reliable data, accurate information, and continuous developments in information technology (Arif & Erna, 2022). Accordingly, the implementation of Accounting Information Systems has become an essential component of contemporary financial management by enabling organizations to process financial data systematically, generate accurate and relevant financial information, and enhance reporting effectiveness, a proposition that is supported by the empirical findings of Anggraini, Kalangi, and Warongan (2024) as well as Evinita, Kewo, and Kambey (2025), who demonstrated that the adoption of Accounting Information Systems exerts a positive and significant influence on Financial Reporting Quality while simultaneously contributing to improved organizational performance.

An information system is defined as an integrated combination of human resources and technological infrastructure designed to transform financial and non-financial data into meaningful information (Anggraeni & Winarningsih, 2021). Accordingly, an Accounting Information System (AIS) functions as an integrated mechanism for processing data and generating information that supports managerial decision-making while facilitating the preparation and evaluation of annual financial statements (Diah et al., 2026). The effectiveness of an accounting information system substantially influences the quality of financial reporting, as a well-functioning system enables financial reports to be prepared more accurately, efficiently, and systematically (Rizky & Rialdy, 2025). Nevertheless, the successful implementation of an accounting information system also depends on sound governance practices within each government work unit, particularly in planning and managing the financial reporting process.

The Ministry of Religious Affairs is one of the government institutions responsible for carrying out governmental functions in the religious sector to assist the President in administering state affairs. The institution is primarily engaged in providing public services and guidance concerning religious life. The government's commitment to strengthening the quality of public sector financial reporting has been reflected in a series of public financial management reforms, accompanied by improvements in audit outcomes issued by the Supreme Audit Board of Indonesia (BPK). As part of this commitment, the Ministry of Religious Affairs has consistently maintained an Unqualified Opinion *Wajar Tanpa Pengecualian* (WTP) on its financial statements from 2020 to 2025, demonstrating sustained compliance with government accounting standards and accountability requirements. As a government entity, the Regional Office of the Ministry of Religious Affairs of Jambi Province is required to maintain accounting records and prepare accountability reports concerning the implementation of the State Budget (APBN) (BPK, 2026). This responsibility is fulfilled through the preparation of a comprehensive set of financial statements, including the budget execution report, financial position statement, operating statement, and statement of equity changes, and notes to the financial statements. As a public sector institution, the financial statements prepared by the Regional Office must comply with the quality requirements stipulated in Government Regulation No. 71 of 2010 concerning

Government Accounting Standards (SAP). One of the fundamental qualitative characteristics of high-quality financial reporting is relevance, with timeliness serving as one of its essential indicators. Financial information must therefore be submitted in a timely manner to ensure its usefulness in supporting decision-making.

The Institutional Financial Monitoring System (MONSAKTI) is one of the accounting information system applications used to facilitate monitoring, reconciliation, system integration, and the preparation of government financial statements. The application was officially implemented following the issuance of the Director General of Treasury Circular Letter No. S-29/PB/PB.6/2022, dated July 12, 2022, concerning the Guidelines for the Preparation and Submission of Financial Statements. MONSAKTI includes a to-do list feature that monitors the timeliness of monthly financial reporting submissions. This feature provides notifications regarding transactions that have not complied with applicable regulations, thereby enabling users to promptly resolve outstanding issues across several modules within the SAKTI application. However, empirical evidence indicates that the accounting information system has not yet operated optimally within the Regional Office of the Ministry of Religious Affairs of Jambi Province. This is reflected in the recurring delays in the submission of monthly financial reports by several work units under its jurisdiction. As presented in Table 1, monitoring data generated by the MONSAKTI application for the 2023 reporting period reveal persistent delays in financial reporting submissions across multiple work units within the Regional Office. These findings suggest that the financial reporting process has yet to achieve the expected levels of efficiency and effectiveness, as a considerable number of work units continue to experience delays in completing and submitting their financial statements.

Table 1. Number of work units with delays in completing monthly financial reports at the ministry of religious affairs of Jambi Province in 2023

Month	List of Overdue Spending Units
January	61
February	61
March	61
April	98
May	36
June	56
July	27
August	28
September	33
October	37
November	32
December	33

This phenomenon may be attributable to the competencies of human resources within government work units, where many personnel responsible for financial reporting do not possess educational backgrounds in economics, accounting, or public financial administration (Arif and Erna, 2022; Trisnawati et al., 2020). Consequently, their ability to effectively operate accounting information systems may be constrained, as a lack of accounting knowledge often leads to a failure in understanding accounting logic and performing accurate data entry (Rizky & Rialdy, 2025). In addition, the successful institutionalization of Accounting Information Systems is facilitated by strong top management support, particularly through the provision of adequate technological infrastructure and organizational resources necessary for effective system implementation (Al-Hashimy, Yao, & Pitchay, 2025). Strong leadership commitment, manifested through formal policies, resource allocation, and active supervision, is essential to ensure that the system functions as an integrated mechanism for producing quality information (Hapsari & Susilowati, 2023).

Accordingly, this study proposes Accounting Information Systems (AIS) as an intervening mechanism through which Human Resource Competence and Top Management Support influence Financial Reporting Quality. The inclusion of AIS as a mediating construct is grounded in prior empirical evidence indicating that the effectiveness of accounting information systems serves as an important pathway linking organizational resources to reporting outcomes. The inclusion of accounting information system implementation as a mediating variable is supported by the findings of Diah et al. (2026), Hapsari and Susilowati (2023), Rizka, Zamzami, and Gowon (2021), and Trisnawati et al. (2020), consistently reported that human resource competence and top management support improve financial reporting quality indirectly through the institutionalized use of integrated Accounting Information Systems. Nevertheless, empirical findings remain inconclusive, as Trisnawati et al. (2020) also reported that Accounting Information Systems did not significantly mediate the relationships between human resource competence, top management support, and financial reporting quality, indicating that the mediating role of AIS may vary across different organizational and institutional contexts.

Existing studies have predominantly emphasized the direct effects of human resource competence, top management support, and accounting information systems on financial reporting quality, while relatively limited attention has been devoted to explaining the organizational mechanisms through which these factors jointly contribute to the production of high-quality financial information. Furthermore, most empirical investigations have been conducted within local governments or other public sector organizations, leaving the institutional characteristics of the Ministry of Religious Affairs largely unexplored. Consequently, the mediating role of Accounting Information Systems within highly regulated government institutions has yet to be comprehensively established. To address these gaps, the present study investigates the effects of Human Resource Competence and Top Management Support on Financial Reporting Quality while examining the mediating role of Accounting Information Systems in the Regional Office of the Ministry of Religious Affairs of Jambi Province. This study is expected to extend the existing literature by providing empirical evidence on the mediating function of AIS within the implementation of the integrated MONSAKTI platform, thereby offering deeper insights into how organizational capabilities are translated into high-quality financial reporting through digital financial management systems. In addition, the findings contribute evidence from the Ministry of Religious Affairs, a public sector institution characterized by unique governance arrangements and financial management practices that have received relatively limited attention in the accounting literature.

2. Literature Review and Hypotheses Development

2.1 Institutional Theory

Institutional Theory explains that organizational structures, managerial practices, and administrative systems evolve through interactions with institutional environments characterized by formal regulations, professional norms, and socially accepted expectations (Powell & DiMaggio, 2023). From this perspective, organizations continuously seek legitimacy by aligning their structures and operational practices with institutional pressures originating from governments, professional bodies, and broader social environments. Institutionalized values gradually become taken-for-granted assumptions that shape organizational behavior, influence decision-making processes, and define appropriate organizational practices (Biloblovskyi, Haidaienko, Khrystenko, Demchuk, & Morozova, 2024). Consequently, organizations frequently adopt management systems and governance mechanisms that are perceived as legitimate within their institutional environment, even when such practices extend beyond consideration of technical efficiency or economic rationality (Mediaty et al., 2025). Institutional Theory further emphasizes the process of institutional isomorphism, whereby organizations operating within similar environments increasingly resemble one another because they experience coercive, normative, and mimetic pressures (Powell & DiMaggio, 2023).

Coercive pressures arise from legal requirements, governmental regulations, and formal accountability mechanisms, such as the mandate for regional governments to implement integrated financial information systems and adhere to national accounting standards (Nurnasari & Muhyarsyah, 2025).

Normative pressures originate from professional standards, education, and shared occupational values, as seen in the role of top management and professional accounting bodies in reinforcing specific rules and ethical standards to achieve institutional goals (Mediaty et al., 2025). Meanwhile, mimetic pressures encourage organizations to imitate practices adopted by other organizations that are perceived as successful under conditions of uncertainty. These institutional dynamics explain why accounting practices, financial management systems, and information technologies become standardized across public organizations, creating greater consistency in administrative processes and strengthening organizational legitimacy within the public sector (Sulastri, Noviarti, Siagian, & Stefhani, 2026).

Institutional Theory within the context of this study provides a comprehensive theoretical foundation for explaining the adoption and utilization of Accounting Information Systems (AIS) as an institutional response to increasing demands for transparency, accountability, and high-quality financial reporting in government organizations (Mediaty et al., 2025). The implementation of accrual-based government accounting standards, digital financial management systems, and integrated reporting procedures reflects coercive institutional pressures arising from public financial regulations, particularly Government Regulation No. 71 of 2010, while professional accounting standards and continuous competency development represent normative mechanisms that encourage public sector employees to perform financial reporting responsibilities in accordance with accepted professional practices. Within this institutional environment, human resource competence enables employees to understand, implement, and consistently apply standardized accounting procedures in computerized settings, whereas top management support strengthens organizational commitment through strategic leadership, resource allocation, policy endorsement, and the establishment of a supportive organizational culture that legitimizes AIS implementation across organizational units (Al-Hashimy et al., 2025; Biloblovskyi et al., 2024). Consequently, AIS serves as an institutional mechanism that translates organizational expectations and regulatory requirements into standardized financial management processes, thereby enhancing the relevance, reliability, timeliness, and comparability of financial information while ensuring compliance with institutional regulations and public accountability requirements (Trisnawati et al., 2020). Accordingly, Institutional Theory explains that the successful implementation of AIS mediates the relationship between human resource competence and top management support and financial reporting quality by transforming organizational capabilities and managerial commitment into more transparent, reliable, and high-quality financial reporting (Diah et al., 2026; Hapsari & Susilowati, 2023).

2.2 Stakeholder Theory

Stakeholder Theory posits that organizational sustainability depends on an organization's ability to create value for all parties who influence or are influenced by its activities, including governments, regulators, employees, creditors, citizens, and other stakeholders who rely on organizational accountability. Rather than viewing organizations as linear value chains, Stakeholder Theory conceptualizes them as interconnected value networks in which management is responsible for balancing diverse stakeholder interests through shared organizational objectives and ethical leadership. Accordingly, the theory extends beyond the traditional shareholder-oriented perspective by emphasizing holistic and responsible decision-making that accommodates the interests of diverse organizational constituencies, thereby promoting sustained organizational performance and enduring institutional viability (Mahajan, Lim, Sareen, Kumar, & Panwar, 2023). Recent developments in Value Creation Stakeholder Theory further argue that organizational performance is the outcome of cooperative interactions among human actors who collectively create and distribute value within dynamic institutional environments (Barney & Harrison, 2020; Freeman, Phillips, & Sisodia, 2020).

Within the context of this study, financial reporting represents a fundamental communication mechanism through which organizations disclose credible information regarding their financial performance and stewardship responsibilities, thereby addressing the long-standing challenge of accounting for stakeholders that conventional investor-oriented accounting systems have often failed to satisfy (Freeman et al., 2020). Consequently, financial reporting quality reflects an organization's ability to meet stakeholders' expectations for transparency, accountability, and reduced information asymmetry, which ultimately strengthens organizational legitimacy and mitigates reputational risk. In achieving these objectives, the Accounting Information System (AIS) functions as a critical organizational mechanism that integrates technological infrastructure with standardized accounting procedures to facilitate the generation, processing, and dissemination of high-quality financial information (Mahajan et al., 2023). By enabling accurate, timely, and reliable financial reporting, AIS translates top management commitment and human resource competence into tangible organizational accountability, ensuring that the information needs and expectations of diverse stakeholder groups are effectively fulfilled while supporting sustainable organizational performance.

2.3 Financial Reporting Quality

Financial reporting quality reflects the ability of financial statements to deliver information that is relevant, reliable, transparent, and decision-useful information that faithfully represents an entity's financial position, financial performance, and cash flows, thereby supporting economic and managerial decision-making by diverse stakeholder groups (Rashid, 2020). Within the public sector, financial reporting quality constitutes a fundamental pillar of good governance because it reflects governmental accountability in managing public resources and demonstrates compliance with applicable accounting standards and financial management regulations (Evinita et al., 2025). High-quality financial reports enable users to evaluate past performance, assess current financial conditions, anticipate future outcomes, and make informed decisions based on information that is relevant, faithfully represented, understandable, comparable, timely, complete, and consistent (Prasetianingrum, Basannang, Lande, Sonjaya, & Samori, 2026). These qualitative characteristics collectively enhance the usefulness of financial statements by ensuring that financial information accurately reflects organizational performance while supporting effective governance, transparency, and accountability.

In the government context, the objective of financial reporting extends beyond merely presenting financial information to providing transparent and accountable disclosures regarding the management and utilization of public funds for government institutions, oversight bodies, legislators, and society, thereby strengthening public trust and facilitating monitoring, evaluation, and decision-making processes (Mediaty et al., 2025; Nurnasari & Muhyarsyah, 2025). To achieve these objectives, government financial statements are required to comply with Government Accounting Standards (SAP), ensuring consistency, comparability, and credibility across reporting entities, while audit opinions issued by the Supreme Audit Institution (BPK) provide external assurance that financial statements have been fairly presented and are free from material misstatements (Trisnawati et al., 2020). Accordingly, this study conceptualizes financial reporting quality as the ability of government financial statements to provide understandable, relevant, reliable, and timely information that enables stakeholders to evaluate government financial performance while promoting transparency, accountability, and regulatory compliance within the Ministry of Religious Affairs (Arif & Erna, 2022).

2.4 Human Resource Competence

Human resource competence refers to the combination of knowledge, technical skills, professional capabilities, and work-related behaviors that enable individuals to perform their responsibilities effectively and consistently in achieving organizational objectives (Hanly, Indahwati, & Surianti, 2023; Mediaty et al., 2025). Contemporary studies further conceptualize competence as an organizational capability that encompasses employees' knowledge, skills, behavioral attributes, and problem-solving abilities, enabling them to adapt to organizational changes and transform organizational resources into valuable outcomes more efficiently (Yusuf, Mediaty, & Mas'ud, 2025). In public sector organizations, competent personnel play a strategic role in ensuring the effective implementation of government accounting standards, financial regulations, internal control procedures, and Accounting Information Systems (AIS), thereby strengthening organizational accountability and financial management practices (Trisnawati et al., 2020). Employees with higher levels of competence are better equipped to understand accounting processes, utilize digital financial applications, resolve operational challenges, and adapt to technological developments, thereby improving the effectiveness of AIS implementation and enhancing the organization's ability to process financial information accurately, efficiently, and systematically (Diah et al., 2026).

Furthermore, competent human resources contribute directly to financial reporting quality through the consistent application of accounting standards, sound professional judgment, and effective financial management practices, resulting in financial reports that are more relevant, reliable, timely, and useful for stakeholder decision-making (Hanly et al., 2023; Mediaty et al., 2025). Human resource competence enhances organizational capability by improving the efficiency with which organizational resources are transformed into valuable outputs, reinforcing the view that competent employees facilitate the successful implementation of AIS and strengthen financial reporting quality (Rashid, 2020). From the perspectives of Institutional Theory and Stakeholder Theory, competent human resources facilitate the institutionalization of standardized accounting practices and the effective implementation of Accounting Information Systems, enabling government organizations to produce reliable financial information that meets stakeholders' expectations for transparency and accountability. Consequently, higher levels of human resource competence are expected to strengthen both the effectiveness of Accounting Information Systems and the quality of financial reporting.

H_1: Human Resource Competence positively influences Accounting Information System

H_2: Human Resource Competence positively influences Financial Reporting Quality

2.5 Top Management Support

Top management support refers to the degree of commitment, involvement, and strategic leadership demonstrated by senior executives in directing organizational resources, establishing policies, making strategic decisions, and creating an organizational environment that facilitates the achievement of organizational objectives (Hertati et al., 2021; Sulastri et al., 2026). Literature recognizes top management support as a critical organizational capability that determines the successful implementation of Accounting Information Systems (AIS) by establishing strategic priorities, allocating adequate financial, technological, and human resources, promoting employee participation, and providing continuous supervision and institutional commitment throughout the implementation process (Al-Hashimy et al., 2025). In public sector organizations, leadership commitment is particularly important because the effective implementation of AIS requires policy alignment, cross-functional coordination, resource availability, and ongoing monitoring to ensure that financial management processes operate efficiently and in accordance with government regulations (Trisnawati et al., 2020).

Moreover, strong top management support extends beyond facilitating technology adoption by strengthening governance practices, enhancing the reliability and timeliness of financial information, fostering accountability, and creating an organizational culture that prioritizes high-quality financial reporting (Anggraini et al., 2024; Mediaty et al., 2025). Accordingly, this study conceptualizes top management support as the strategic commitment, managerial guidance, active involvement, and resource provision demonstrated by organizational leaders to facilitate the effective implementation of AIS and improve financial reporting quality. From the perspectives of Institutional Theory and Stakeholder Theory, top management support plays a pivotal role in institutionalizing standardized financial management practices while ensuring that organizational resources are effectively mobilized to meet stakeholders' expectations for transparency and accountability. Through strategic leadership, policy commitment, and resource allocation, top management facilitates the effective implementation of Accounting Information Systems, which in turn strengthens the production of reliable, timely, and high-quality financial reporting.

H_3: Top Management Support positively influences Accounting Information Systems

H_4: Top Management Support positively influences Financial Reporting Quality

2.6 Accounting Information Systems

Accounting Information Systems (AIS) constitute a comprehensive organizational information framework that integrates human resources, digital technologies, formalized business processes, data repositories, and governance controls to capture, transform, retain, and disseminate financial information, thereby facilitating strategic planning, managerial oversight, informed decision-making, and the preparation of high-quality financial reports (Nguyen & Nguyen, 2020). Beyond serving as a technological platform, AIS represents a strategic organizational capability that integrates people, processes, and technology to ensure the accuracy, consistency, timeliness, and reliability of financial information (Prasetianingrum et al., 2026). The successful implementation of Accounting Information Systems is contingent upon the effective integration of technological infrastructure, employee competence, standardized organizational processes, and continuous managerial support, as these interrelated factors collectively determine the extent to which the system contributes to the achievement of organizational objectives (Hadi, Syafina, & Hasibuan, 2024). The effective implementation of accounting information systems in public sector organizations strengthens financial governance by streamlining transaction processing, reinforcing internal control mechanisms, minimizing operational errors, and generating financial information aligned with Government Accounting Standards and public accountability requirements (Evinita et al., 2025). As a result, organizations with well-implemented AIS are better positioned to generate financial reports that are more relevant, reliable, timely, understandable, and useful for stakeholder decision-making, thereby supporting the proposition that Accounting Information Systems positively influence Financial Reporting Quality (Anggraini et al., 2024).

Human resource competence enhances the effectiveness of AIS because employees possessing adequate accounting knowledge, technical expertise, and digital capabilities are better able to utilize system functions, apply accounting standards consistently, and process financial information accurately (Rizky & Rialdy, 2025). Likewise, top management support strengthens AIS implementation through strategic leadership, organizational commitment, resource allocation, policy direction, and continuous supervision, thereby creating an organizational environment that facilitates effective system utilization (Hapsari & Susilowati, 2023). Accordingly, improvements in human resource competence and top management support are expected to enhance financial reporting quality primarily through the effective implementation of AIS, which integrates financial data, automates transaction processing, strengthens internal controls, and generates accurate, complete, timely, and reliable financial information (Prasetianingrum et al., 2026). From the perspectives of Institutional Theory and Stakeholder Theory, Accounting Information Systems function as an institutional mechanism that embeds standardized accounting procedures into organizational routines while facilitating the provision of transparent, reliable, and timely financial information to stakeholders. By integrating organizational resources, strengthening internal controls, and standardizing financial management processes, effective Accounting Information Systems enable human resource competence and top management support to be translated into higher financial reporting quality. Therefore, Accounting Information Systems are expected to directly improve Financial Reporting Quality and to mediate the effects of human resource competence and top management support on Financial Reporting Quality

H_5: Accounting Information Systems positively influence Financial Reporting Quality

H_6: Accounting Information Systems mediate the positive relationship between Human Resource Competence and Financial Reporting Quality

H_7: Accounting Information Systems mediate the positive relationship between Top Management Support and Financial Reporting Quality

2.7 Research Framework

The research framework presented in Figure 1 illustrates the proposed conceptual model describing the relationships among human resource competence, top management support, Accounting Information Systems, and financial reporting quality. The framework explains the direct effects of human resource competence and top management support on financial reporting quality, as well as the mediating role of Accounting Information Systems in strengthening these relationships.

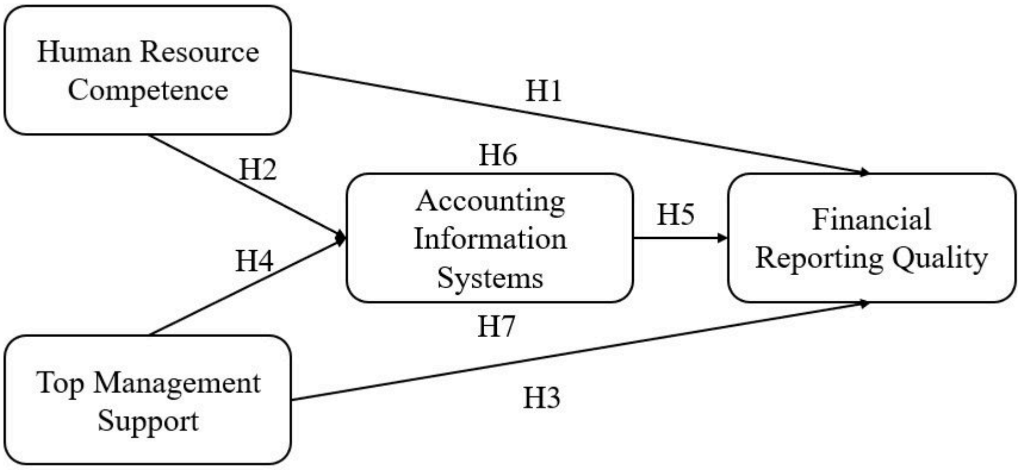

Figure 1. Research Framework

3. Research Methodology

This study adopted a quantitative research approach using a cross-sectional survey design to examine the relationships among human resource competence, top management support, accounting information systems, and financial reporting quality within the public sector. The empirical investigation was conducted at the Ministry of Religious Affairs of Jambi Province, Indonesia, where financial reporting serves as a fundamental mechanism for ensuring accountability, transparency, and compliance with government financial management regulations. The target population consisted of financial management personnel directly involved in budgeting, financial administration, and reporting activities, including Budget User Authorities (KPA), Commitment-Making Officers (PPK), Payment Order Signing Officers (PPSPM). Treasurers, Assistant Expenditure Treasurers (PPABP), and financial management staff, representing a total population of 900 employees.

These functional positions were selected because they possess substantial responsibilities in planning, administering, recording, and reporting government financial transactions, enabling them to provide informed assessments of the organizational practices examined in this study. Respondents were selected using a non-probability sampling technique with a purposive sampling approach to ensure that only individuals possessing direct involvement in financial management and reporting activities participated in the survey. Following the recommendation of Joe Hair, Hollingsworth, Randolph, & Chong (2017), the minimum sample size for Partial Least Squares Structural Equation Modeling (PLS-SEM) was determined using the ten-times rule, which recommends a minimum sample equivalent to ten observations for each indicator included in the research model. Since the proposed model consisted of 26 observed indicators, the minimum required sample size was 260 respondents, and a total of 320 questionnaires satisfying the established screening criteria were retained for subsequent analysis. Data were collected between May and August 2025.

Primary data were collected through a structured self-administered questionnaire, measured four latent constructs, using a seven-point semantic differential scale ranging from 1 (Never) to 7 (Always). Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. Following the two-stage analytical procedure recommended by Hair et al. (2022), the measurement model was first evaluated by assessing indicator reliability through outer loadings, convergent validity using Average Variance Extracted (AVE), internal consistency reliability through Cronbach's Alpha and Composite Reliability, discriminant validity using the Fornell–Larcker criterion. The structural model was subsequently assessed through the coefficient of determination (R^2), effect size (f^2), and model fit, followed by hypothesis testing using the bootstrapping procedure to estimate the significance of the direct relationships and the indirect effects of Accounting Information Systems as the mediating variable.

4. Results and Discussions

4.1 Respondent Demographics

Table 2 summarizes the demographic profile of the 320 respondents, indicating a relatively balanced gender distribution consisting of 169 male respondents (52.81%) and 151 female respondents (47.19%), while the educational background was predominantly at the bachelor's degree level (58.75%), followed by diploma qualifications (25.31%) and master's degrees (15.94%), suggesting that the respondents generally possessed educational qualifications appropriate for carrying out financial management and public sector administrative responsibilities. In terms of employment position, Assistant Expenditure Treasurers (PPABP) represented the largest proportion of respondents (34.7%), followed by Financial Management Staff (15.9%), Treasurers (13.4%), Budget User Authorities (12.8%), Payment Order Signing Officers (12.8%), and Commitment-Making Officers (10.6%). This distribution demonstrates that the respondents occupied various key positions directly involved in government financial management and reporting processes, providing comprehensive perspectives on the implementation of Accounting Information Systems and the quality of financial reporting within the Ministry of Religious Affairs of Jambi Province.

Table 2. Respondent demographics

	n	Percentage (%)
Gender		
Male	169	52.81
Female	151	47.19
Educational Attainment		
Diploma	81	25.31
Bachelor Degree	188	58.75
Master Degree	51	15.94
Employment Position		
Budget User Authority (*Kuasa Pengguna Anggaran*)	41	12.8
Commitment-Making Officer (*Pejabat Pembuat Komitmen*)	34	10.6
Payment Order Signing Officer (*Pejabat Penanda Tangan SPM*)	41	12.8
Treasurer	43	13.4
Financial Management Staff	51	15.9
Assistant Expenditure Treasurer (PPABP)	111	34.7
Total	320	100

4.2 Outer Model

4.2.1 Construct Validity and Reliability

Table 3 presents the results of the assessment of construct reliability and convergent validity for all latent constructs. According to J. Hair & Alamer, (2022), Cronbach's alpha, rho_A, and Composite Reliability values should exceed 0.70 to demonstrate satisfactory internal consistency reliability, while the Average Variance Extracted (AVE) should be greater than 0.50 to establish convergent validity. The results indicate that Cronbach's alpha values range from 0.951 to 0.980, rho_A values range from 0.962 to 0.980, Composite Reliability values range from 0.958 to 0.983, and AVE values range from 0.698 to 0.849. Since all values exceed the recommended thresholds, the measurement model demonstrates satisfactory reliability and convergent validity, confirming that all constructs are appropriate for further structural model evaluation.

Table 3. Construct reliability and validity

Construct	Cronbach alpha	rho_a	rho_c	AVE	Conclusions
FRQ (Y)	0.977	0.978	0.979	0.721	Valid & Reliable
AIS (Z)	0.978	0.978	0.980	0.778	Valid & Reliable

Construct	Cronbach alpha	rho_a	rho_c	AVE	Conclusions
HRC (X1)	0.951	0.962	0.958	0.698	Valid & Reliable
TMS (X2)	0.980	0.980	0.983	0.849	Valid & Reliable

Table 4 presents the results of the Fornell–Larcker criterion used to assess discriminant validity where the square root of the Average Variance Extracted (AVE) for each construct should be greater than its correlations with all other constructs, indicating that each construct shares more variance with its own indicators than with other constructs (Joseph Hair & Alamer, 2022). As shown in Table 4, the diagonal values representing the square root of AVE are 0.722 for Top Management Support (TMS), 0.736 for Human Resource Competence (HRC), 0.749 for Financial Reporting Quality (FRQ), and 0.782 for Accounting Information Systems (AIS). Each of these values exceeds the corresponding inter-construct correlations, confirming that all constructs satisfy the Fornell–Larcker criterion and demonstrate adequate discriminant validity.

Table 4. Fornell-larcker criterion for discriminant validity

Construct	Top Management Support	Human Resource Competence	Quality of Financial Reports	Implementation of Accounting Information Systems
TMS (X_2)	0,722			
HRC (X_1)	0,588	0,736		
FRQ (Y)	0,581	0,682	0,749	
AIS (Z)	0,537	0,531	0,696	0,782

4.3 Inner Model

4.3.1 R Square

Table 5 presents the coefficient of determination (R^2) results for the endogenous constructs included in the structural model. The results show that the R^2 value for Financial Reporting Quality is 0.405 and adjusted R^2 = 0.404, indicating that Human Resource Competence, Top Management Support, and Accounting Information Systems jointly explain 40.5% of the variance in Financial Reporting Quality. Meanwhile, Accounting Information Systems records an R^2 value of 0.337 and adjusted R^2 = 0.334, suggesting that Human Resource Competence and Top Management Support account for 33.7% of the variance in Accounting Information Systems.

Table 5. Determination coefficient (R2)

Construct	R-square	R-square adjusted
FRQ	0.405	0.404
AIS	0.337	0.334

4.3.2 Predictive Relevance

Table 6. Explanatory power

Construct	Q^2
FRQ	0.302
AIS	0.264

Table 6 presents the predictive relevance (Q^2) results obtained using the blindfolding procedure. The findings indicate Q^2 values of 0.352 for Financial Reporting Quality and 0.264 for Accounting Information Systems. Since both Q^2 values are greater than zero, the structural model demonstrates predictive relevance (Joseph Hair & Alamer, 2022). Moreover, the obtained Q^2 values indicate a moderate level of predictive relevance, suggesting that the model possesses satisfactory predictive capability for the endogenous constructs.

4.3.3 Effect Size F2

Table 7 resents the effect size (f^2) of each exogenous construct on the endogenous variables. According to Hair et al. (2022), f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively. The results indicate that Human Resource Competence (f^2 = 0.119), Top Management Support (f^2 = 0.106), and Accounting Information Systems (f^2 = 0.117) each exert a small effect on Financial Reporting Quality. For Accounting Information Systems as the endogenous construct, Top Management Support demonstrates a medium effect (f^2 = 0.173), whereas Human Resource Competence exhibits a small effect (f^2 = 0.140). Although the individual effect sizes on Financial Reporting Quality are relatively small, the findings suggest that financial reporting quality is influenced by multiple organizational factors operating simultaneously rather than by a single dominant determinant. This is consistent with the complexity of financial reporting in public sector organizations, where reporting quality depends not only on competent personnel, managerial commitment, and Accounting Information Systems, but also on other organizational and institutional factors, including internal control effectiveness, organizational culture, regulatory compliance, and governance practices. Interestingly, Accounting Information Systems exhibits the largest standardized path coefficient (β = 0.444) in the structural model, yet its effect size remains small (f^2 = 0.117). This indicates that although Accounting Information Systems plays a significant role in improving Financial Reporting Quality, its practical contribution should be interpreted alongside other organizational capabilities that collectively shape financial reporting outcomes.

Table 7. Effect size F2

Construct	FRQ	AIS
TMS	0.106	0.173
HRC	0.119	0.140
AIS	0.117	

4.3.4 Model Fit

Table 8 presents the model fit assessment of the proposed PLS-SEM model. Hair et al. (2022) recommend that the Standardized Root Mean Square Residual (SRMR) should be below 0.08 to indicate an acceptable model fit, while the Normed Fit Index (NFI) approaches 1.00 as model fit improves. The results show an SRMR value of 0.045 for both the saturated and estimated models, indicating a satisfactory fit between the empirical data and the proposed structural model. Furthermore, the NFI value of 0.789 suggests an acceptable level of overall model fit for variance-based SEM. Collectively, these model fit indices indicate that the proposed research model adequately represents the observed data and is suitable for hypothesis testing.

Table 8. Model fit

	Saturated model	Estimated model
SRMR	0.045	0.045
d_ULS	2.738	2.738
d_G	3.713	3.713
Chi-square	3840.775	3840.775
NFI	0.789	0.789

4.3.5 Hypothesis Test

Table 9 presents the results of the direct effect hypothesis testing based on the bootstrapping procedure. According to Hair et al. (2022), a structural relationship is considered statistically significant when the t-statistics exceed 1.96 and the p-value is below 0.05 at the 5% significance level. The results indicate that all direct relationships are positive and statistically significant. Human Resource Competence positively influences Accounting Information Systems (β = 0.418, t = 3.776, $p < 0.001$), while Top Management Support also positively influences Accounting Information Systems (β = 0.465, t = 4.031, $p < 0.001$). Furthermore, Human Resource Competence positively affects Financial Reporting Quality (β = 0.283, t = 3.077, p = 0.002), and Top Management Support has a significant positive effect on Financial Reporting Quality (β = 0.258, t = 3.331, p = 0.001). Accounting Information Systems exhibits the strongest direct influence on Financial Reporting Quality (β = 0.444, t = 7.711, $p < 0.001$). Therefore, hypotheses *H1* through *H5* are supported.

The indirect effect results in Table 9 examine the mediating role of Accounting Information Systems in the proposed structural model. Following Hair et al. (2022), mediation is supported when the indirect effect is statistically significant, as indicated by a t-statistic greater than 1.96 and a p-value below 0.05. The findings reveal that Accounting Information Systems significantly mediates the relationship between Human Resource Competence and Financial Reporting Quality ($\beta = 0.186$, $t = 3.422$, $p = 0.001$), supporting H_6. Likewise, Accounting Information Systems significantly mediates the relationship between Top Management Support and Financial Reporting Quality ($\beta = 0.207$, $t = 3.510$, $p < 0.001$), supporting H_7. These results indicate that improvements in human resource competence and top management support contribute to higher financial reporting quality through more effective implementation and utilization of Accounting Information Systems.

Table 9. Hypotheses test

Construct	Original sample (O)	T statistics (|O/STDEV|)	P values	Info.
Direct Effect				
HRC → AIS	0.418	3.776	0.000	H_1 Accepted
TMS → AIS	0.465	4.031	0.000	*H2* Accepted
HRC → FRQ	0.283	3.077	0.002	H_3 Accepted
TMS → FRQ	0.258	3.331	0.001	H_4 Accepted
AIS → FRQ	0.444	7.711	0.000	H_5 Accepted
Indirect Effect				
HRC → AIS → FRQ	0.186	3.422	0.001	H_6 Accepted
TMS → AIS → FRQ	0.207	3.510	0.000	H_7 Accepted

4.4 Discussion

This study examined the influences of Human Resource Competence and Top Management Support on Financial Reporting Quality with Accounting Information Systems as a mediating variable. The PLS-SEM analysis indicates that all proposed hypotheses 1-7 are supported. These findings suggest that financial reporting quality in the public sector is influenced by the interaction between employee competence, managerial commitment, and the implementation of accounting information systems. The coefficient of determination ($R^2 = 0.405$) indicates that the model has moderate explanatory power, implying that the variables included in this study explain a substantial proportion of the variation in financial reporting quality, while other organizational and behavioral factors may also contribute to the quality of government financial reports.

4.4.1 The Influence of Human Resource Competence on Accounting Information Systems

The findings indicate that Human Resource Competence (HRC) has a positive and significant effect on Accounting Information Systems (AIS) implementation ($\beta = 0.418$, $p < 0.001$), demonstrating that employees' accounting knowledge, technical skills, and analytical capabilities enhance AIS effectiveness in supporting public financial management. Competent personnel are better able to operate AIS for transaction processing, data validation, and financial reporting in accordance with regulatory requirements (Hanly et al., 2023; Mediaty et al., 2025). These findings align with Loudoer and Fardinal (2021) and Nurnasari and Muhyarsyah (2025), who found that employee competence improves AIS implementation by strengthening users' understanding of accounting procedures and digital systems.

From the Institutional Theory perspective, human resource competence functions as a normative mechanism that enables employees to transform accounting regulations and digital transformation requirements into consistent organizational practices (Karim et al., 2023). Competent employees act as institutional agents who ensure AIS is effectively utilized to support compliance with Government Accounting Standards, transparency, and accountability (Diah et al., 2026). From the Stakeholder Theory perspective, competent personnel enhance AIS effectiveness by producing reliable and transparent financial information that meets the accountability needs of government authorities, auditors, and the public.

Within the Ministry of Religious Affairs of Jambi Province, AIS implementation through SAKTI and MONSAKTI requires employees to continuously adapt to technological developments, regulatory changes, and standardized financial procedures. Therefore, human resource competence becomes a critical factor in ensuring effective system utilization, accurate financial processing, and improved public financial management.operate increasingly sophisticated digital applications, and accurately process large volumes of financial transactions originating from diverse organizational units within the Ministry. The complexity of financial administration across multiple spending units requires employees to possess strong digital literacy, comprehensive knowledge of Government Accounting Standards, and the analytical capacity to minimize input errors, maintain data integrity, and ensure the consistency of financial reporting processes. Recent studies by Diah et al. (2026) and Mediaty et al. (2025) emphasize that the integration of individual information technology capabilities including knowledge, technical competence, and professional experience with organizational information systems constitutes a fundamental prerequisite for producing high-quality financial information, while empirical evidence reported by Nasution & Supriadi (2024) and Nurnasari & Muhyarsyah (2025) further demonstrates that competent human resources substantially improve system reliability, usability, information timeliness, and the overall effectiveness of accounting information systems. These findings reinforce the strategic importance of continuous competency development through education, technical training, and professional capacity-building initiatives to ensure that accounting information systems function as institutional instruments supporting transparency, accountability, and effective public financial governance within the Ministry of Religious Affairs.

4.4.2 The influence of Human Resource Competence towards Financial Reporting Quality

The findings indicate that Human Resource Competence has a positive and significant effect on Financial Reporting Quality ($\beta = 0.283$, $p = 0.002$), demonstrating that employees' accounting knowledge, technical skills, and professional judgment contribute to the preparation of reliable and compliant financial reports. Competent personnel are able to apply accounting standards, manage financial transactions accurately, and adapt to regulatory changes, thereby improving the relevance, reliability, and consistency of financial information (Hanly et al., 2023; Trisnawati et al., 2020). These findings are consistent with previous studies showing that employee competence enhances financial reporting quality (Mediaty et al., 2025; Anggraini et al., 2024). However, the effect size remains relatively small ($f^2 = 0.119$), indicating that the contribution of competence may vary across organizational contexts (Evinita et al., 2025).

From the Institutional Theory perspective, human resource competence represents a normative mechanism through which employees internalize professional standards and transform accounting regulations into consistent organizational practices (Karim et al., 2023). Competent employees act as institutional agents who translate regulatory requirements into effective financial management practices, strengthening organizational legitimacy through compliance and accountability. From the Stakeholder Theory perspective, competent personnel support the generation of transparent, reliable, and decision-useful financial information, thereby enhancing stakeholder trust and public accountability.

Within the Ministry of Religious Affairs of Jambi Province, human resource competence is increasingly important due to the implementation of integrated financial systems such as SAKTI and MONSAKTI, which require employees to possess skills in government accounting, digital systems, regulatory interpretation, and internal control. Continuous training, certification, and capacity-building programs strengthen employees' ability to maintain reporting accuracy, comply with Government Accounting Standards, and support transparent and accountable financial management. These conditions reinforce the role of human resource competence as a strategic capability in improving financial reporting quality in public sector organizations.

4.4.3 The influence of Top Management Support towards Accounting Information Systems

The findings indicate that Top Management Support has a positive and significant effect on Accounting Information Systems (AIS) implementation ($\beta = 0.465$, $p < 0.001$), demonstrating that leadership commitment is essential for successful system adoption and utilization. Top management support includes policy direction, resource allocation, infrastructure development, coordination, and supervision to ensure AIS aligns with organizational objectives and financial regulations (Biloblovskyi et al., 2024; Maswadeh & Al Zumot, 2021). These findings are consistent with Hapsari and Susilowati (2023) and Huy and Phuc (2020), who emphasized that managerial support enhances AIS effectiveness by improving organizational readiness and encouraging digital financial management practices.

From the Institutional Theory perspective, top management support acts as an institutional mechanism that transforms regulatory requirements into organizational routines through strategic decisions, resource mobilization, and compliance with Government Accounting Standards (Karim et al., 2023; Trisnawati et al., 2020). Leadership commitment enables AIS to function beyond technological infrastructure by strengthening transparency, accountability, and governance practices. From the Stakeholder Theory perspective, effective leadership ensures that AIS generates reliable and transparent financial information that meets stakeholders' expectations for accountability and responsible public resource management (Hertati et al., 2021).

Within the Ministry of Religious Affairs of Jambi Province, top management support is reflected through investment in digital infrastructure, employee training, supervision, and the utilization of SAKTI and MONSAKTI for financial management processes. These efforts are reinforced by the Ministry Five Work Values Integrity, Professionalism, Innovation, Responsibility, and Exemplary Conduct which encourage ethical behavior, compliance, and effective technology adoption (Natardi, 2025). Consequently, leadership commitment strengthens AIS utilization and supports the generation of accurate and accountable financial information within the Ministry.

4.4.4 The influence of Top Management Support towards Financial Reporting Quality

The findings indicate that Top Management Support has a positive and significant effect on Financial Reporting Quality ($\beta = 0.258$, $p = 0.001$), demonstrating that leadership commitment contributes to transparent, reliable, and compliant financial reporting. Top management support is reflected through strategic policies, resource allocation, supervision, and organizational coordination that strengthen financial management practices (Hanly et al., 2023; Trisnawati et al., 2020). Previous studies also confirm that managerial involvement improves reporting quality by enhancing governance, accountability, and regulatory compliance (Al-Hashimy et al., 2025; Hapsari & Susilowati, 2023). However, the effect size remains relatively small ($f^2 = 0.096$), indicating that its contribution may vary depending on organizational conditions (Evinita et al., 2025).

From the Institutional Theory perspective, top management support serves as a mechanism for embedding regulatory expectations and governance principles into organizational practices. Leadership commitment enables public sector organizations to respond to institutional pressures by promoting compliance, strengthening internal controls, and ensuring consistent implementation of Government Accounting Standards (Al-Hashimy et al., 2025; Isnaeni & Anggraita, 2025). From the Stakeholder Theory perspective, managerial support enhances the credibility and reliability of financial information, thereby strengthening stakeholder trust and public accountability.

In the Ministry of Religious Affairs of Jambi Province, top management support is demonstrated through digital transformation initiatives, resource allocation, financial supervision, and the effective utilization of SAKTI and MONSAKTI systems. These efforts are reinforced by the Ministry Five Work Values Integrity, Professionalism, Innovation, Responsibility, and Exemplary Conduct which promote ethical behavior, discipline, and accountability (Natardi, 2025). The integration of leadership commitment, institutional governance, and organizational values supports more consistent financial management practices and improves the reliability of public financial reporting.

4.4.5 The influence of Accounting Information Systems towards Financial Reporting Quality

The findings show that Accounting Information Systems (AIS) have a positive and significant effect on Financial Reporting Quality ($\beta = 0.444$, $p < 0.001$). AIS improves the accuracy, consistency, reliability, and timeliness of financial information through standardized and integrated transaction processing, reporting, and control mechanisms (Prasetianingrum et al., 2026; Zahraini et al., 2026). These findings support previous evidence that effective AIS implementation enhances data integrity, regulatory compliance, and financial reporting efficiency.

From the Institutional Theory perspective, AIS institutionalizes accounting regulations and standardized procedures into routine financial management practices, thereby promoting compliance and accountability (Karim et al., 2023; Diah et al., 2026; Nguyen & Nguyen, 2020). From the Stakeholder Theory perspective, AIS provides reliable and transparent financial information that supports stakeholder decision-making and strengthens public trust. However, its effectiveness depends on consistent system utilization, accurate data processing, timely reconciliation, and regulatory compliance (Hanly et al., 2023).

Within the Regional Office of the Ministry of Religious Affairs of Jambi Province, SAKTI and MONSAKTI support integrated budgeting, accounting, treasury, and financial reporting. Nevertheless, delayed financial reporting among several work units in 2023 indicates that technological infrastructure alone is insufficient. Effective financial reporting also requires competent users, timely reconciliation, managerial supervision, and organizational discipline.

4.4.6 The influence of Accounting Information Systems as the Mediating Variable

The mediation analysis shows that Accounting Information Systems (AIS) significantly mediate the relationship between Human Resource Competence and Financial Reporting Quality ($\beta = 0.186$, $p = 0.001$), as well as between Top Management Support and Financial Reporting Quality ($\beta = 0.207$, $p < 0.001$). These findings indicate that employee competence and managerial commitment improve reporting quality through effective AIS implementation (Hanly et al., 2023). Human resource competence enables accurate system utilization and compliance with accounting standards, while top management support strengthens AIS through policy direction, resource allocation, and supervision. These results align with Loudoer and Fardinal (2021), who highlighted the role of competent human resources in successful AIS implementation, and Huy and Phuc (2020), who emphasized the influence of managerial commitment on system effectiveness.

From the perspective of Institutional Theory, the significant mediating role of Accounting Information Systems (AIS) indicates that organizational resources, including Human Resource Competence and Top Management support enhances financial reporting quality when embedded through standardized systems that integrate regulatory requirements, professional standards, and governance principles. Human resource competence enables effective implementation of Government Accounting Standards, while management support ensures strategic commitment through policies, resources, and supervision. As an institutional mechanism, AIS transforms these factors into consistent accounting practices that improve compliance, transparency, and accountability. From the Stakeholder Theory perspective, AIS also strengthens the quality of financial information by supporting accurate reporting, timely disclosure, and reliable decision-making, thereby increasing stakeholder confidence in public sector resource management.

The implementation of Accounting Information Systems (AIS) within the Ministry of Religious Affairs of Jambi Province supports public financial governance through integrated applications, particularly SAKTI and MONSAKTI, which facilitate budgeting, accounting, reconciliation, and financial reporting. Effective AIS utilization requires competent financial personnel with knowledge of government accounting, digital systems, and regulations. Through training, certification, and capacity-building programs, the Ministry enhances employees' ability to operate AIS effectively, enabling accurate financial processing, improved reporting quality, and compliance with Government Accounting Standards.

The strategic role of Accounting Information Systems (AIS) is strengthened by top management commitment to bureaucratic reform and digital transformation within the Ministry of Religious Affairs. Leadership support is demonstrated through technology investment, digital financial management policies, technical assistance, reporting supervision, and regulatory compliance. This commitment aligns with the Ministry Five Work Values Integrity, Professionalism, Innovation, Responsibility, and Exemplary Conduct which promote accountability and effective use of digital systems (Natardi, 2025). The integration of competent personnel, managerial support, and standardized AIS creates an environment that enhances financial reporting quality and strengthens good public financial governance.

5. Conclusion

5.1 Conclusions

This study demonstrates that human resource competence and top management support positively influence Accounting Information Systems (AIS) and Financial Reporting Quality. AIS also significantly improves reporting quality and mediates the effects of human resource competence and management support. From the Institutional Theory perspective, these findings highlight the role of standardized systems in translating organizational capabilities into effective reporting practices, while Stakeholder Theory emphasizes the importance of transparent and reliable reporting for public accountability. This study contributes empirical evidence on the mediating role of AIS and provides practical implications for strengthening organizational capacity, managerial commitment, and financial governance in the public sector.

5.2 Research Limitations

This study has several limitations that should be acknowledged before evaluating its conclusions. First, the empirical investigation was confined to the Ministry of Religious Affairs in Jambi Province, Indonesia, which may restrict the generalizability of the findings to other government institutions or public sector organizations operating across diverse institutional, administrative, and digital contexts. Second, the proposed research model examined only two organizational antecedents—Human Resource Competence and Top Management Support—to explain Financial Reporting Quality through Accounting Information Systems. Additional explanatory variables, including internal control systems, organizational commitment, digital leadership, information technology capability, organizational learning, regulatory compliance, and governance mechanisms, were not incorporated into the conceptual framework.

5.3 Suggestions and Directions for Future Research

Future studies should expand the research scope by involving various public sector organizations across Indonesia to improve the generalizability of findings. Further research may incorporate additional organizational, technological, and governance variables, such as internal controls, digital transformation, IT capability, organizational commitment, leadership, and good governance practices, to provide a more comprehensive understanding of financial reporting quality. Longitudinal and mixed-method approaches are also recommended to explore the development of AIS implementation and its mediating role between organizational resources and reporting quality.

Acknowledgement

The authors would like to express their sincere gratitude to the Ministry of Religious Affairs of Jambi Province, Indonesia, for providing support and access during the data collection process. The authors also extend their appreciation to all financial management personnel who participated as respondents and contributed valuable information to this research. The authors gratefully acknowledge Universitas Jambi for the academic support and research environment that facilitated the completion of this study. Appreciation is also extended to colleagues and all parties who provided constructive suggestions, assistance, and encouragement throughout the research process.

Author Contributions

PR led the conceptual design of the study and was responsible for the research methodology, investigation, data curation, formal analysis, validation, visualization, project administration, and preparation of the original manuscript draft. SR, EDPA, and Y contributed by supervising the research, refining the methodological approach, validating the analytical results, and critically reviewing and revising the manuscript for intellectual content. All authors have reviewed and approved the final manuscript and agree to be accountable for the accuracy, integrity, and scholarly quality of the work.

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