



The Role of Leadership in Implementation Public Information System of Local Government Institutions in Indonesia

Nurlia Dewi*, Willy Abdillah, Muhartini Salim, Slamet Widodo

Universitas Bengkulu, Bengkulu, Indonesia. *Email: nurlia.nur06@gmail.com

Received: 15 August 2021

Accepted: 27 October 2021

DOI: <https://doi.org/10.32479/irmm.12515>

ABSTRACT

Leadership style is one of the triggers for individuals to be motivated to work, increase their dedication to work, influence the ideal work process, and produce optimal work performance (Bass and Avolio, 1993). This study will look at the relationship between the variables of the influence of leadership, system quality, service quality and information quality on net benefits through a quantitative research survey using primary data in the form of a questionnaire taken directly from research respondents with the population coming from the state civil apparatus representing each device organization. in the district and city administrations of the Bengkulu province in Indonesia. Data collection was carried out by census, as many as 292 people and data analysis using Partial Least Square with the help of SmartPLS software. The results showed that the transformational leadership and information quality had no effect on the use of Information Management and Documentation Officer (PPID) software, system quality and service quality affected the use of the PPID system, the use of the PPID system had an effect on user satisfaction with the PPID system, and the satisfaction of PPID system users had an effect on net benefits (PPID system performance). The results of this study provide an understanding of the implementation of organizational information system management practices to improve information technology, especially those related to the variables in this study. Practically, PPID policy makers can improve the quality of the information system by modifying and improving features that are still inadequate, such as detailed information on information recorded in the PPID software.

Keywords: Leadership, System quality, System use, Service, Information, Benefits

JEL Classifications: M38

1. INTRODUCTION

Technological developments and changes in organizational structure that occur are organizational efforts in facing the challenges of globalization so that they can play an active role and increase their competence capacity in the international scope. This change is very close to the openness of communication, the effectiveness of human resource management in organizations, and the efficiency of access to information (Bordin et al., 2006). E-government is at the forefront of government plans to support and provide information and improve services to citizens, businesses, government employees, and other government units (Yu-Che and Perry, 2003). With a large budget, e-government can provide citizens with access to information and services more quickly, efficiently, and conveniently.

The quality of information systems is an important measure of the success of information systems. A stream of research has been carried out to identify the steps for the success of an information system. DeLone and McLean (2003) introduce a comprehensive taxonomy to organize this diverse research. Based on a review of 180 empirical studies, they developed a model of “temporal and causal dependence” between six categories of IS (Information System) success (DeLone and McLean, 1992). Seddon (1997) presents and justifies a defined and expanded version of D&M of IS success by breaking the D&M model into two variant sub-models (use and success) and omitting the interpretation of the process model. Although this model has only been partially tested, it has provided a solid theoretical framework to consolidate previous research on the success of information systems. In accordance with the mandate of Law Number 14 of 2008 concerning Public

Information Disclosure and Information Commission Regulation Number 1 of 2010 concerning Public Information Service Standards, it is mandatory for every district, city and province to provide information required by information applicants through the Information Management and Documentation Officer. Region (PPID). PPID functions to manage public information services that integrate service work processes in the field of storing, documenting, providing and/or providing public agency information.

In an organization, leadership is one of the main factors that support the success of the organization in achieving its goals. Leadership is an interaction between two or more people in a group that regulates or rearranges the circumstances, perceptions and expectations of members (Bass, 1985), so that the phenomenon of leadership is believed to have an influence on group productivity and cohesiveness. According to Avolio (1999), there are problems in modern information technology-based organizations, namely 90% are created by management, not technology. This internet era has emerged a new paradigm of skills and learning to be able to integrate management and technology. A leader is required to have the will and ability to develop information technology as outlined in the policies to be taken, related to information system development policies within an organization, so a D&M model is needed where leaders play an important role in implementing information technology in supporting organizational activities.

This research refers to the research of Cho et al. (2011) who conducted a study on the effectiveness of transformational leadership in the success of information systems in eastern cultural countries and integrates that leadership can improve information systems. Researchers modify two models between the research of Cho et al. (2011) and the model of DeLone and McLean (2003), so that the variables of this study examine, transformational leadership, information quality, system quality, service quality as variables that affect the use and satisfaction of system users and then measure net benefit success as the dependent variable.

This research was conducted in Indonesia, especially in the Regency and City Governments of Bengkulu Province with the number of respondents used in this study as many as 292 respondents with the respondents' criteria being PPID operators representing each Regional Apparatus in the Regency, City and Province of Bengkulu. This research is interesting to study because of the growing phenomenon of Bengkulu Province, which is one of the provinces in Indonesia, in carrying out the mandate of Law Number 14 of 2008 as a whole. First, it can be seen from the fact that there are still several regencies in Bengkulu Province that do not yet have PPID services according to the data on the evaluation of compliance with the Public Agency by the Bengkulu Province Information Commission in 2017. Second, Bengkulu Province is not included in the category of Provincial Government Public Bodies with quite informative qualifications as evidenced in the report. implementation of public information disclosure in 2017 and 2018. Third, there is still a lack of data/speed of providing data and information from information-producing work units presented by the PPID website as regulated in Law Number 14 of 2008. Fourth, information management skills, documentation

that is still lacking lacking in the Ministry of Information and Documentation of the Republic of Indonesia as stated in the Report and Evaluation of Public Information services. Fifth, there was an increase in public information disputes in Bengkulu Province from 2016 to 2017 as many as 16 cases, where in 2016 in 1 year there were 23 cases and increased to 38 cases in 2017 this can be seen in the 2017 PPID Information Commission report document in the City District in Bengkulu Province.

2. LITERATURE REVIEW

2.1. Transformational Leadership

Bass (1985) presented the theory of transformational leadership as a reference for research in the field of transformational leadership. Transformational leadership is conceptually and theoretically more understood as a leadership style that involves followers, inspires followers, and is committed to realizing a shared vision and goals for an organization, and challenges followers to become innovative problem solvers, and develop leadership capacity through training, mentoring, with various challenges and support.

2.2. DeLone Mclean Information Systems Success Model

DeLone and McLean's information success model was developed in 1992. This model becomes a reference in information system success research because aspects of information system success are based on interrelated realistic conditions, such as aspects of system quality and system quality which are important predictors of user satisfaction (DeLone and McLean, 1992). After receiving criticism from Seddon (1997), DeLone and McLean modeled the success of information systems by reviewing it has a positive effect on user use and satisfaction and will subsequently have a positive impact on net benefits or final results. This opinion is supported by research from more than 100 articles published in well-known information systems journals such as Information Research, and the Journal of Management Information. DeLone and McLean (2003) stated that information quality, system quality and service quality were carried out by Livari (2005) who found that the success of information systems was influenced by system quality, information quality and service quality resulting from the system in question.

2.3. Research Model and Hypotheses

The PPID system service application or Information Management and Documentation Officer is a web-based service provided by the Ministry of Information and Documentation of the Republic of Indonesia related to reports and evaluation of public information services in Indonesia. This PPID system service includes all service implementations carried out by institutions/agencies both at the regional and central levels, which can be accessed and known to the public. The research model of Cho et al. (2011) and DeLone and McLean (2003), suitable for research purposes and research objects.

Figure 1 is the research model adapted from Cho et al. (2011) and DeLone and McLean (2003). The relationship between construct are hypothesized in this models. Transformational leadership is a leadership style applied by leaders in the PPID

SYSTEM work unit to inspire PPID SYSTEM application implementers to carry out tasks beyond their duties. Dvir et al., (2002) examined the relationship between transformational leadership, subordinate development, motivation, morality, and psychological reinforcement. The results show that the role of transformational leadership has a positive and significant effect on subordinate motivation, where the leader has a strong influence in improving the development of morality, subordinates' careers and subordinates' performance. The attitude of transformational leaders is able to direct subordinates to an attitude of obedience, loyalty and able to reward the successful achievement of tasks/work (Yukl, 2007). The author assumes that the greater the role of the leader in an organization, the higher the use of the PPID system.

Information quality is the perception of the quality of information produced by information systems (Delone and McLean, 2003). In this case, the quality of information is the perception of the quality of the information generated by the PPID SYSTEM application in providing information to the public. Buana et al. (2010) found that the quality of accounting information systems has a positive effect on users of accounting information systems. Information will be of high quality if the system provides complete, accurate and reliable information so that users will feel more satisfied with the information they get. Seddon and Kiew (1996) examined the effect of information quality on information system user satisfaction. The results showed that information quality had an effect on system satisfaction. This study argues that when users perceive that the information produced by PPID is of high quality, the use of PPID will increase by users.

Information system quality is the perception of the ability of information system applications to meet and achieve the purpose of using the information system. In this case, the quality of the information system is the ability of the PPID SYSTEM application in providing information services to the people of the Unitary State of the Republic of Indonesia related to information and public services. Molla and Licker (2001) conducted research on the quality of e-commerce systems on user satisfaction, the results showed that the quality of computerized e-commerce systems had an effect on user satisfaction. The results of this study are reinforced by the revision of research conducted by DeLone and McLean (2003) which also shows that the quality of the system affects user satisfaction. If users of information systems believe that the quality of the system and the quality of information generated from the system used is good, they will feel satisfied using the system (Istianingsih and Wijanto, 2008). The author suspects that the PPID software is a measure of ease of use, the higher the response of the PPID software, making it easier for operators to use and process data, the more people's satisfaction with public needs will increase.

Service quality is the perception of the implementation of providing services to the community as a whole in the PPID SYSTEM application. Service quality is carried out by comparing perceived expectations (perceived quality) with service performance (performance quality) for the information system services provided. Maria and Anshori (2013) conducted a study to identify the effect of product quality and service quality on King Cake's customer satisfaction. Research shows that service quality significantly affects King Cake's customer satisfaction. These findings indicate

that service quality provides significantly more value to customer satisfaction than product quality. If information system users feel that the quality of service provided by the application provider is good, then they will be satisfied using the application (Istianingsih and Utami, 2009). Therefore, the authors develop the argument that good service quality results in higher user satisfaction.

The use of the information system (Usage) is the action of the information system user in using the information system, in this case the use of the PPID SYSTEM application for the purposes of public service information. User satisfaction is a clean feeling in receiving an information system from the overall benefits expected by a person where the feeling results from interaction with the information system (Seddon and Kiew, 1994). User satisfaction describes the harmony between one's expectations and the results obtained from the existence of a system, in which the person participates in its development. Utama et al., (2017) conducted research on the role of perceived usefulness on user satisfaction of regional financial information systems. The results showed that the higher the user's trust in a useful information system, the higher the user satisfaction. The results of a similar study were also conducted by Rai et al. (2002) which showed empirical evidence that usage has a positive relationship with user satisfaction. The author argues that every user of the information system will be satisfied if the information they present is easily accessible and has many visitors, so that the higher the use of the PPID system, the higher the satisfaction of using the PPID system.

Satisfaction is a feeling of pleasure in receiving the information system as a whole, in this case is satisfaction with the PPID SYSTEM application. Chen et al., (2015) stated that perceived usefulness of the system is defined by the net benefits that users get from the system used. The use of an information system, adoption, and behavior of system users are determined by a strong factor, namely usefulness (Hanafi and Halim, 2012). Sabherwal et al. (2006) conducted a study that determined the relationship between IS success variables (user satisfaction, system use, perceived usefulness, and system quality), researchers found support for associations between system quality and use, user satisfaction, and net benefits. Net benefit or net benefit is the effectiveness in using information systems which can contribute to the success of individuals, groups or organizational benefits. In this case the PPID SYSTEM application can contribute to the implementation of information services. The researcher argues that the higher the user satisfaction of the PPID system, the higher the performance of the system so that it has an impact on the success of the organization.

The author tries to do a test based on dimensionalization consisting of idealized influence, inspiring motivation, intellectual stimulation and personal attention with a total of fourteen indicators. So that the hypothesis in this study is as follows:

- H₁: Transformational leadership has an effect on the use of the PPID SYSTEM information system
- H₂: The quality of information affects the use of the PPID SYSTEM information system
- H₃: The quality of the information system affects the use of the PPID SYSTEM information system

H₄: Service quality affects the use of the PPID SYSTEM information system

H₅: The use of information systems affects the satisfaction of using the PPID SYSTEM information system

H₆: Satisfaction with the use of information systems affects the net benefits of using the PPID SYSTEM information system.

3. RESEARCH METHOD

This study uses a quantitative approach with a questionnaire survey method. The distribution of the questionnaire used the self-administered method, namely the direct distribution method to respondents at the location, the research respondents totaled 292 people. The population of this study was carried out at the local government in Bengkulu Province by taking samples of State Civil Apparatus/operators who worked in each Regional Apparatus Organization (OPD) Regency City Bengkulu Province using a census. The data analysis method used is Partial Least Square (PLS).

4. RESULTS AND DISCUSSION

4.1. The Results of Measurement Model Test

Based on Table 1 shows the validity test with SEM-PLS in terms of the loading factor value, there are several indicators that do not meet the valid criteria. Indicators with a loading factor value of <0.5 are considered invalid and do not meet the requirements for hypothesis testing using SEM-PLS. The test results show that there are 2 indicators on the transformational leadership variable that have a loading factor value of less than 0.5, namely the Xa7 indicator with a value of 0.373 and Xa13 with a value of 0.380. The test results show that there is one indicator on the information system quality variable that has a loading factor value of less than 0.5, namely the Xb5 indicator with a value of 0.164. The test results show that there is one indicator on the information quality variable that has a loading factor value of less than 0.5, namely the Xc1 indicator with a value of -0.117. The test results show that there is one indicator in the net benefit variable which has a loading factor value of less than 0.5, namely the Yc2 indicator with a value of 0.460, so this indicator is not included in the analysis of hypothesis testing.

Table 1: Result of measurement model test

Construct	Indicator	Loading Factors	Cronbach's Alpha	AVE			
Transformation leadership	TrnLead1	0,652	0,893	0,566			
	TrnLead2	0,503					
	TrnLead3	0,657					
	TrnLead4	0,721					
	TrnLead5	0,658					
	TrnLead6	0,821					
	TrnLead8	0,659					
	TrnLead9	0,741					
	TrnLead10	0,578					
	TrnLead11	0,666					
	TrnLead12	0,807					
	TrnLead14	0,667					
	Information quality	InfQual1			0,827	0,767	0,594
		InfQual2			0,721		
InfQual3		0,861					
InfQual4		0,657					
System quality	SysQual2	0,771	0,894	0,746			
	SysQual3	0,899					
	SysQual4	0,886					
	SysQual5	0,893					
Service quality	ServQual1	0,838	0,665	0,594			
	ServQual2	0,628					
	ServQual3	0,828					
Usage	Usage1	0,742	0,789	0,617			
	Usage2	0,847					
	Usage3	0,662					
	Usage4	0,872					
IS Satisfaction	ISSatis1	0,927	0,704	0,620			
	ISSatis2	0,830					
	ISSatis3	0,558					
Benefit	Benefit1	0,909	0,744	0,653			
	Benefit3	0,591					
	Benefit4	0,886					

Source: Data processed 2021

Cronbach's Alpha value and Composite Reliability value of all research constructs is greater than 0.70 (Abdillah and Jogiyanto, 2015); Thus, it can be concluded that all latent variable constructs meet

the reliability test criteria. The high value of Cronbach's alpha and composite reliability in this study, because the calculated parameters are parameters that have been previously valid.

Testing the measurement model (outer model) through three assessment criteria, namely Convergent Validity, Discriminant Validity, and Composite Reliability. The measurement results after going through two stages show that all indicators have a loading factor value of >0.50 so it can be concluded that the outer model has met the criteria for convergent validity.

4.1.1. Result of structural model test

Structural model testing (inner model) and hypothesis testing are measured or evaluated with a value of determination (R^2), the results show that the R square value of the influence of transformational leadership, information system quality, information quality and service quality on the use of PPID is 0.724, this means that variations in the increase or decrease in the use of PPID software can be explained by an increase or decrease in transformational leadership, information system quality, information quality and service quality by 72.4%, while the remaining 27.6% is influenced by factors outside the study. Furthermore, the R square value of the effect of using the PPID software system on the satisfaction of PPID software users is 0.170. This means that the variable of using PPID software is able to influence the satisfaction of PPID software users by 17%, while the remaining 83% is influenced by variables outside the model studied.

The R square value of user satisfaction on the net benefits of PPID software is 0.237. This means that the satisfaction of PPID software users can increase the performance of the PPID program by 23.7%, while 76.3% is influenced by other factors. Figure 2 is the result of structural model measurement based on SEM.

4.1.2. Hypotheses test

We refer to the critical ratio value which is ± 1.96 at a significance level of 0.05. If the critical ratio value is greater than ± 1.96 then the causal relationship between the two constructs is significant. The existence of a positive or negative sign on the critical ratio value indicates a directly or inversely proportional relationship between the constructs tested in the study. The path coefficient table on the Smart PLS output can be seen in Table 2.

The results of data analysis show that transformational leadership has no effect on the use of PPID software. The success of the public information system in the PPID application/software is not influenced by the leadership factor, because the policy for using the PPID application is an order from the central government. The quality of information has no effect on the use of the PPID system. Information quality is the quality of output in the form of information generated by the information system used. Users of information systems certainly hope that by using the system they will get the information they need. The quality

of the information system affects the use of the PPID system, if the information system is of higher quality, the use of the PPID system will increase. The quality of service affects the use of the PPID System. The higher the quality of service, the higher the use of the PPID system and the better the attention and service of the PPID software and the faster the response/response provided, the higher the quality of the information system. The use of the PPID system has an effect on the satisfaction of PPID system users. The higher the use of the PPID system, the higher the satisfaction of using the PPID system. User satisfaction in using the PPID system affects the net benefits (PPID system performance) in Bengkulu Province. The higher the user satisfaction of the PPID system, the higher the performance of the PPID system.

5. DISCUSSION

The findings of this study indicate that transformational leadership and information quality have no effect on the use of PPID software in Bengkulu Province, this is not in line with research conducted by Cho et al. (2011) which examines the effect of transformational leadership on organizational support, self-confidence, perceptions of information system use and satisfaction with information systems where the research findings show that transformational leadership has a positive and significant effect on organizational support, self-confidence, perceptions of information system use and satisfaction. on information systems and satisfaction with information systems, this is due to cultural differences where this research was conducted in eastern culture in government organizations while in previous studies researched in western culture in private organizations. Research Cho et al. (2011) leadership success is measured through organizational support and self-efficacy, while in this study more emphasis is placed on aspects of idealized influence, inspiring motivation, intellectual stimulation and personal attention.

Utilization of information technology for the management of public information is currently in line with Government Regulation Number 58 of 2008 concerning Utilization of Information Systems. Utilization of information technology can be done effectively if members in the organization can use the technology properly. Effective use of technology can improve performance (Harianto, 2011). Effective use of information technology is expected to produce information in accordance with the needs of the organization.

Accounting information system is a process that processes financial data and non-financial data through an information system into information used for decision making (Hall, 2009). The main purpose of accounting is to provide information to decision makers.

Table 2: Structural model hypothesis testing results

	Sample mean (M)	Standard deviation (STDEV)	Standard error (STERR)	T-Statistics (O/STERR)
TranLead -> Usage	0.036	0.045	0.045	0.746*
InfQual -> Usage	0.059	0.058	0.058	1.060*
SysQual -> Usage	-0.107	0.054	0.054	1.981
ServQual -> Usage	0.856	0.036	0.036	23.885
Usage -> IS Satisf	0.410	0.045	0.045	9.243
IS Satisf -> Benefit	0.490	0.053	0.053	9.199

Source: data processed 2021. *Not significant

Information system technology will make it easier for accountants to produce reliable, relevant, timely, understandable and tested financial information that helps the decision-making process of users of financial information. Through information systems supported by information technology in the form of accounting software and computers, it is expected that the accounting information produced by the organization is quality information.

Even today, every local government entity is required to use an information system to compile and make financial reports (mandatory) (Susanty, 2016). Even the results of the study of Barney (1991); Clemons (1986); Feeny (1988) and Sabihaini (2002) explain that the increasing need for information makes the use of information technology (IT) a source of competitive advantage for organizations to be able to compete. Today, information technology not only serves as a tool for reporting various transactions and processing data, but also as a medium for changing industry structures, changing key competitive advantages and updating organizational strategies (Pearson, 1983).

In response to this, of course, organizational leaders must give a positive response, because the existence of technology and information systems can support the success of the organization in achieving its performance (Hall, 2009). Organizational leaders as policy makers within the organization. Therefore, the investment policy in the development of information technology within the

organization is one of the important decisions of the leadership in the organization.

As the front line in the delivery of information to the public, leaders should have an important role in implementing the law. Moreover, this law requires every public agency to ensure the availability of public information that is open to the public and can be accessed quickly, on time, at low cost and in a simple way. With the law on public information disclosure, leaders are required to work professionally. Especially in providing understanding to the public about what activities the government does, both through internal documentation and delivery to the public through the media.

The concept in this study takes transformational leadership to be the main element in the success of information systems, thus technical factors and human resources are important aspects of using technology in the success of information systems. To ensure the success of the information system, the government establishes laws, regulations and policies in the use and utilization of technology, including Law Number 14 of 2008 concerning public information disclosure and information commission regulation Number 1 of 2010 of 2010 concerning standards for public information services. districts, cities and provinces are required to provide information required by information applicants through the Regional Information Management and Documentation Officer (PPID).

The theory of transformational leadership is still an interesting and representative topic to develop new theories about leadership and its relation to organizational performance (Bass and Avolio: 1990). As in the research revealed by Lowe et al. (1996) which revealed that transformational leadership has a positive and significant relationship on subordinates' performance and careers, although the factors that may mediate this relationship have not been tested.

Even Davis (1989) states that the success or an information system always meets the element of convenience. Ease of use in this context is not only the ease of learning and using a system but also refers to the ease of doing a job or task where the use

Figure 1: Research model

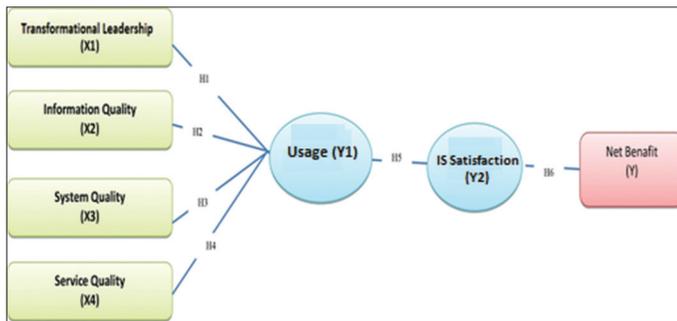
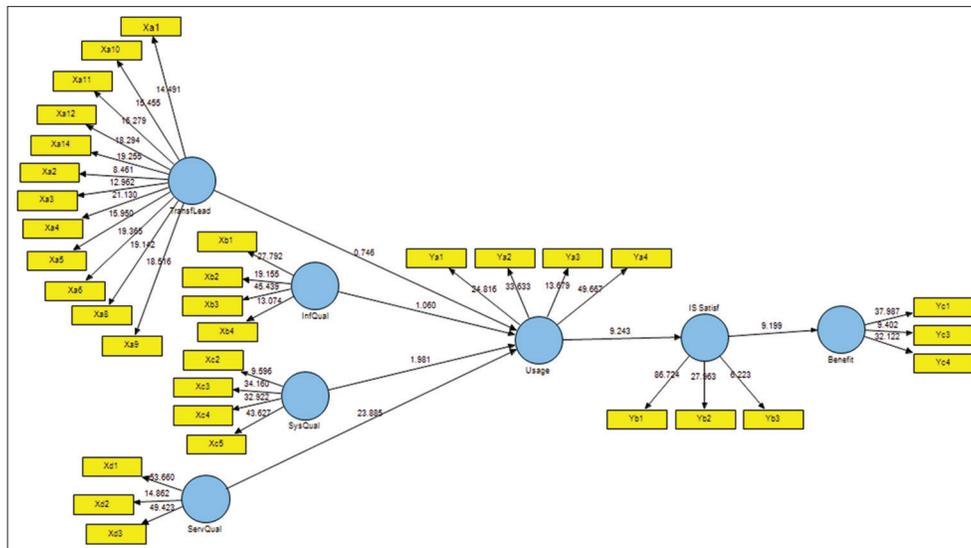


Figure 2: Result of structural model



of a system will make it easier for someone to work compared to doing it manually. Users of information systems believe that information systems that are more flexible, easy to understand and easy to operate are characteristics of ease of use.

Dvir et al., (2002) examined the relationship between transformational leadership, subordinate development, motivation, morality, and psychological reinforcement. The results of his research show that the leader has a strong influence in improving the development of morality, subordinates' careers and subordinates' performance, while the role of transformational leadership has a positive and significant impact on the motivation of subordinates, namely employees who directly relate and report their work to the leader.

Transformational leadership is the leader's influence on followers or subordinates (Bass and Avolio, 1994). This leadership can encourage followers to feel trust, pride, loyalty and respect for superiors or leaders and they are motivated to do something beyond what is expected. According to Avolio and Bass (1991), the main function of a transformational leader is to provide service as a catalyst for change, but at the same time as a controller of change. Although there are some differences in defining transformational leadership, in general a transformational leader is defined as a change agent.

In this study, the role of the leader does not affect the use of the PPID software system, the success of the public information system is more likely to the software used. The results of the study indicate that the use of software and the ease of use of applications dominate the success of public information systems, so that public information systems are not influenced by leadership factors. All organizations need information to provide an effective decision, the implications of information systems on their use can provide great benefits in order to avoid losses within the organization (Sterrenberg and Keating, 2016), this is also conveyed by Sterrenberg and Keating (2016) which states that information technology plays an important role in improving the efficiency and effectiveness of business processes as well as being a place for accurate data collection for information systems with information technology, information systems can be designed properly so that they can assist in decision making and can filter and lighten information effectively.

Software utilization and ease of use of applications dominate the success of public information systems, so that the success of public information systems in PPID applications/software is not influenced by leadership factors, this is due to various factors: supported by leadership and budget by local government. The two PPIDs that are mandated by the Law are considered not so important because they are not a priority or main program for the regional government. The third use of PPID software is not a part of supporting the performance of every State Civil Apparatus, then the implication in the use of information systems is the use of information technology which is a combination of computer technology and communication technology (Sutabri: 2014).

5.1. Theoretical and Practical Contribution

The results of this study can be used by academics as a literature review in conducting studies on human resource management related to the scope of leadership roles and the development of public information systems. In particular, the results of this study provide an understanding of the implementation of organizational information system management practices to improve information technology, especially those related to the variables in this study.

The practical contribution in this research is for PPID policy makers, improving the quality of the information system by modifying and improving features that are still inadequate, such as detailed information on information recorded in the PPID software. In addition, to improve the ability of PPID operator employees, training is needed in the intensive and continuous use of PPID application programs. This is important because in implementing regional information management in the field, PPID operators often change so that for new PPID operators training in the use of PPID applications is very necessary and for PPID policy makers, improving the quality of information as PPID output, especially in terms of flexibility and up to date. PPID information date. This is necessary to ensure that the information presented in the PPID is up to date information so that it is useful in decision making. In addition, improving the quality of information is needed to be in line with the development of the regional management information management system paradigm which continues to change. For leaders, they have an important role in opening up space for the public to gain access to public information, which is a momentum for government leaders to carry out their functions and duties in providing information, information, and education to the public about policies, activities, and government measures openly, transparent, honest and objective as motivation to subordinates so that organizational goals can be achieved with the vision and mission that has been set by doing the following things, first a leader must be able to see the problems faced by subordinates from different perspectives, both leaders must be able to placing subordinates according to their background and work experience, the three leaders are able to develop the abilities of their subordinates, the four leaders are able to seek/facilitate the means as one of the supporters in the success of public information and the five leaders must be able to observe and analyze a problem based on facts in the field, work planning, communication and being able to evaluate a problem it faces.

6. CONCLUSION

This research aims to determine the influence of leadership on the use of PPID system applications in local governments in Indonesia, especially Bengkulu Province. The results showed that the quality of the PPID information system and service quality had an influence on the use of PPID software in local governments in Indonesia, especially Bengkulu Province. The use of the PPID software also affects the satisfaction level of using the PPID software. The results of the satisfaction of using the PPID software continue to the net benefits derived from using the PPID system. These results mean that if PPID satisfaction increases, the performance of the PPID system will also increase.

Theoretically modification of the two research models Delone and McLane (2003) and Cho et al. (2011) cannot be used as a reference in PPID information system research on transformational leadership variables and information quality variables on the use of the PPID system, this is evidenced by the absence of leadership influence on the use of PPID software and the quality of information on the use of the PPID system, this is because the PPID system is mandatory, where every local government is obliged to implement the system which ultimately makes routine activities must still be carried out and submitted to the central government, so that there is or is not a leader role in this system, PPID must continue to be implemented. The role of a leader that is not optimal will certainly affect the quality of information, namely the lack of leadership supervision makes operators sometimes convey information that is not actual. The application menu that has been provided sometimes only fulfils needs so that local governments are not penalized by the central government as the organizer of the PPID system. The success of public information systems is more inclined to the software used, in other words, the use of software and the ease of use of applications dominate the success of public information systems. From the description above, the modifications in this research model, especially the transformational leadership variable and the information quality variable on the use of the system cannot be implemented in local governments, especially PPID.

Recommendations that can be given for future research are that the first research is carried out with an expanded coverage to all regions in Indonesia. The two respondents in a future study, expanded to all regions in Indonesia. The three measurement models are more objective, the measurement of the PPID service quality variable can add to the assessment of the PPID information user community.

REFERENCES

- Abdillah, W., Jogiyanto, H.M. (2015), Partial Least Square (PLS): Alternatif Structural Equation Modeling (SEM) Dalam Penelitian Bisnis. Yogyakarta: ANDI.
- Avolio, B.J. (1999), Full leadership Development Building the Vital Forces in Organizations. New York: SAGE.
- Avolio, B.J., Bass, B.M. (1991), The Full-Range of Leadership Development. Center for Leadership Studies: Binghamton, NY.
- Barney, J. (1991), Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Bass, B.M. (1985), Leadership and Performance Beyond Expectations. New York: Free Press.
- Bass, B.M., Avolio, B.J. (1990), The implications of transactional and transformational leadership for individual, team, and organizational development. *Research in Organizational Change and Development*, 4(1), 231-272.
- Bass, B.M., Avolio, B.J. (1993), Transformational leadership: A response to critiques. In: Chemers, M.M., Ayman, R., editors. *Leadership Theory and Research: Perspectives and Direction*. San Diego, CA: Academic Press. p49-80.
- Bass, B.M., Avolio, B.J. (1994), Improving Organizational Effectiveness through Transformational Leadership. Thousand Oaks: SAGE.
- Bordin, C., Bartram, T., Casimir, G. (2006), The antecedents and consequences of psychological empowerment among Singaporean IT employees. *Management Research News*, 30(1), 34-46.
- Buana, et al. (2010), Pengaruh kualitas sistem informasi, kualitas informasi, dan perceived usefulness pada kepuasan pengguna akhir software akuntansi (Studi empiris pada hotel berbintang di Provinsi Bali). *Journal Ekonomi dan Bisnis Universitas Udayana*, 5(1), 115-142.
- Chen, J.V., Jubildo, R.J., Capistrando, E.P., Yen, D.C. (2015), Factors affecting online tax: Filing-an application of the is success model and trust theory. *Computers in Human Behavior*, 43, 251-262.
- Cho, J., Park, I., Michel, J.W. (2011), How does leadership affect information systems success? The role of transformational leadership. *Information and Management*, 48(7), 270-277.
- Clemons, E.K. (1986), Information systems for sustainable competitive advantage. *Information and Management*, 11(3), 131-136.
- Davis, F.D. (1989), Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, 13(3), 319-340.
- DeLone, W.H., McLean, E.R. (1992), Information systems success: The quest for the dependent variable. *Information Systems Research*, 3(1), 60-95.
- Delone, W.H., McLean, E.R. (2003), The DeLone and McLean model of information systems success: A ten-year update. *Journal of Management Information Systems*, 19(4), 9-30.
- Dvir, T., Eden, D., Avolio, B.J., Shamir, B. (2002), Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, 45(4), 735-744.
- Feeny, D. (1988), Creating and sustaining competitive advantage. In: Earl, M.J., editor. *Information Management: The Strategic Dimension*. New York: Oxford University Press.
- Hall, J.A. (2009), Accounting Information System. Jakarta: Salemba Empat.
- Hanafi, M., Halim, A. (2012), Analisis Laporan Keuangan. Yogyakarta: (UPP) STIM YKPN.
- Hariato, M. (2011), Pengaruh Kualitas Sistem Informasi, perceived Usefulness, dan Kualitas Informasi Terhadap Kepuasan Pengguna Akhir Software Akuntansi (Studi Empiris Pada UKM di Surabaya yang Menggunakan Software Akuntansi), Skripsi Tidak Dipublikasikan. Surabaya: Sekolah Tinggi Ilmu Ekonomi Perbanas.
- Istianingsih I., Utami, W. (2009), Pengaruh Kepuasan Pengguna Sistem Informasi Terhadap Kinerja Individu (Studi Empiris pada Pengguna Paket Program Aplikasi Sistem Informasi Akuntansi di Indonesia), Fakultas Ekonomi Universitas Mercu Buana.
- Istianingsih I., Wijanto, S.H. (2008), Pengaruh Kualitas Sistem informasi, Kualitas Informasi, dan Percived Usefulness Terhadap Kepuasan Pengguna Software Akuntansi. Pontianak: Simposium Nasional Akuntansi IX.
- Livari, J. (2005), An empirical test of the Delone-mclean model of information system success. *Database for Advances in Information System*, 36(2), 8-27.
- Lowe, K.B., Kroeck, K.G., Sivasubramaniam, N. (1996), Effectiveness correlates of transformational and transactional leadership: A meta-analytic review of the MLQ literature. *The Leadership Quarterly*, 7(3), 385-425.
- Maria, M., Anshori, M.Y. (2013), Pengaruh kualitas produk dan kualitas layanan terhadap kepuasan konsumen king cake. *Jurnal Manajemen Teori dan Terapan*, 6(1), 1-9.
- Molla, A., Licker, P. (2001), E-commerce systems success: An attempt to extend and respecify The DeLone and McLean model of is success. *Journal of Electronic Commerce Research*, 2(4), 131-141.
- Pearson, S.W. (1983), Development of a tool for measuring and analyzing computer user satisfaction. *Management Science*, 29, 530-545.
- Rai, A., Lang, S.S., Welker, R.B. (2002), Assessing the validity of

- is success models: An empirical test and theoretical analysis. *Information System Research*, 13(1), 29-34.
- Sabherwal S., King, W.R. (2006), Decision Long Term Competitiveness through IT Assets, *Dialihbahasakan Bagus* (2010), Sloan Management Review.
- Sabihaini S. (2002), Dampak Strategi Bersaing Dan Kematangan Teknologi Informasi Terhadap Respon Strategik Perusahaan Menghadapi Globalisasi *Buletin Ekonomi, Manajemen, Ekonomi Pembangunan, Akuntansi*, UPNVY No. 10. p54-62.
- Seddon, P.B. (1997), A respecification and extension of the DeLone and McLean model of IS success. *Information Systems Research*, 8, 240-253.
- Seddon, P.B., Kiew, M.Y. (1994), A partial test and development of the DeLone & McLean model of IS success. In: *Proceeding of the International Conference of Information System*. Vancouver, Canada: ICIS. p90-109.
- Seddon, P.B., Kiew, M.Y. (1996), A partial test and development of DeLone and McLean's model of IS success. *Australian Journal of Information Systems*, 4(1), 90-109.
- Sterrenberg, G.S., Keating, B. (2016), Measuring IS success of e-government: A case study on the disability sector in Australia. In: *Proceedings of the 27th Australasian Conference on Information Systems*, ACIS 2016. Australia: Association for Information Systems AIS. p1-9.
- Susanty S. (2016), *Teknologi Sistem Informasi Laporan Keuangan*. Yogyakarta: PT ANDI Publisher.
- Sutabri, T. (2004), *Analisa Sistem Informasi*. 1st ed. Yogyakarta: ANDI.
- Utama, S.C., Purnomosidhi, B., Andayani, W. (2017), *Peran Mediasi Kegunaan Persepsian Pada Kepuasan Pengguna Sistem Informasi Keuangan Daerah*.
- Yu-Che, C., Perry, J. (2003), Outsourcing for E-government: Managing for success. *Public Performance and Management Review*, 26(4), 404-421.
- Yukl, G. (2007), *Kepemimpinan Dalam Organisasi*. Jakarta: PT Indeks.