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**Manuscript Title & Authors** 

PageNo.

01	The Effect of Job Placement and Job Satisfaction towards Turnover Intention Shelly Yulia, BSBA., S.Pd.    MARS. Dr. Kardoyo, M.Pd.	01-06
	Abstract	
02	Murder of the Sleepless Soul by the Society: Madness and the Theoretical Suicide in William Shakespeare's Othello Md. Ziaul Haque	07-17
	Abstract	
03	<b>Redefining Ghanaian Highlife Music in Modern Times</b> Mark Millas Coffie	18-29
	Abstract	
04	<b>The Impact of Online Shopping Services And Satisfaction Levels To Customer's Loyalty</b> Andrian    Wirawan Widjanarko	30-39
	Abstract	
05	Effect of Firm Size, Leverage, and Environmental Performance on Sustainability Reporting Dewa Made Dwi Juni Antara    I G.A.M. Asri Dwija Putri   Ni Made Dwi Ratnadi    Ni Gusti Putu Wirawati	40-46
	Abstract	
06	ANTESEDEN OF PATIENT RE-INTENTION BEHAVIORAL TO HOSPITAL IN BANGLI GENERAL HOSPITAL Luh Ita Distriana Dewi    I Putu Gde Sukaatmadja	47-53
	Abstract	
07	Learning Innovation In Batik Gepyok Practicum For Increasing Students' Learning Autonomy During Cultural Art Teaching At State Vocational High School 7 Of Malang, East Java Muhammad 'Afaf Hasyimy    Robby Hidajat	54-59
	Abstract	
08	<b>The Effect of Sustainability Report Disclosure on Banking Company Financial</b> <b>Performance in Indonesia Stock Exchange</b> Natasha Puspa Andania    I Putu Yadnya	60-67

	Abstract	
09	<b>Domesticating Medical Residency Training Act; The role of the resident,</b> <b>RSUTH, and the Rivers State Government</b> Dr Ebbi Donald Robinson	68-71
	Abstract	
10	<b>The Effect of Environmental Performance on Company Value with</b> <b>Environmental Disclosure as a Mediating Variable</b> I Made Darmayoga    I G. A. M. AsriDwija Putri    A. A. G. P. Widanaputra    I GdeAry Wirajaya    I Putu Budiarta	72-80
	Abstract	
11	<b>The Influence of the Work Culture and the Work Environment towards the</b> <b>Performance of the Civil Servants in Bone Bolango Government, Indonesia</b> Yurni Rahman    Abd. Kadim Masaong    Ikhfan Haris    Zulaecha Ngiu	81-88
	Abstract	
12	Impact of Remuneration on the Job Performance of the NonTeaching Staff: (A Study of Universitas Negeri Gorontalo, Indonesia) Sukri Katili    Sarson W.Dj. Pomalato    Ansar    Arwildayanto	89-94
	Abstract	
13	<b>Communication Convergence of Village Fund Managers for Village Development</b> Ramainim Saragih    Sumardjo    Ivanovich Agusta    Sofyan Sjaf	95-101
	Abstract	
14	<b>The Influence of Effectiveness Electronic Advertising with EPIC Model on Web</b> <b>Series toward Consumer Purchase Decisions on Tropicana Slim Stevia Products</b> Yuda Prasetya Putra    Annisa Lisdayanti	102-119
	Abstract	
15	Eliot's Treatment of the Chorus: A Steady Logical Structure (1) The Rock and Murder in the Cathedral Case in Point Dr. Yahya Saleh Hasan Dahami	110-116
	Abstract	
16	Implementation of Optimal Portfolio Performance Evaluation	117-121

	Andhika Rizky Pratama Pamungkas    John Henry Wijaya	
	Abstract	
17	<b>IDENTITY RECONSTRUCTION IN RESIDENTIAL URBAN CITIES: A Tool</b> <b>for Preserving Professional Status and Aboriginality</b> BAH Mahier jules Michel	122-128
	Abstract	
18	<b>The Influence of Liquidity, Growth Opportunities, and Firm Size on Non- Finance Companies' Hedging Policy in Indonesia Stock Exchange</b> Ni Made Dwi Dharmiyanti    Ni Putu Ayu Darmayanti	129-135
	Abstract	
19	Effect of Computer Assisted Instruction on Secondary School Students' Achievement and Problem-Solving Skills in Biology Anyanwu Adeline Nne	136-140
	Abstract	
20	The Mamluk Historian al-Amīr Baybars al-Manṣūrī al-Dawādār (d. 725/1325) and his Coptic Secretary al-Qiss al-Shams Abū alBarakāt Ibn Kabar (d. 724/1324) (A New Assessment) Adel Y. Sidarus	141-148
	Abstract	
21	<b>The Effect of Auditor Switching, Audit Fee, and Auditor's Opinion on Audit Delay</b> K. Trianny Putri Mahadewi Lestariningrum T.   I Dewa Gede Dharma Suputra    I Ketut Suryanawa    I Ketut Yadnyana	149-156
	Abstract	
22	The Effect of Professional Skepticism, Locus of Control, and Integrity on Audit Judgment Made Sawitri Kumala Dewi    Made Gede Wirakusuma    Ni Ketut Rasmini    I Wayan Ramantha Abstract	157-164
23	Value-at-RiskImplied in Black-Scholes Model to Calculate Option Prices Naomi Pandiangan    Sukono Firman    Riaman Abstract	165-173
	Αυσιιαςί	

24	Gender, Sexual and Reproductive Health: An Analysis of the Construction of Sexuality in the Evangelical Religious Communities of Yopougon (Abidjan District-Cote D'Ivoire) AGOBE Ablakpa Jacob	174-181
	Abstract	
25	Linguistic Constructions as Cognitive Representations in the Metaphors of Tourism Advertorials: A Case Study on Indonesian Tourism Promotion Heriyanto    Lestari Manggong    Eva Tuckyta Sari Sujatna	182-187
	Abstract	
26	<b>The Role of Organizational Commitment Mediates the Effect of Job Satisfaction</b> <b>on Employee Turnover Intention in Bali Relaxing Resort and Spa</b> Ketut Anjani Dharmayanti    Anak Agung Ayu Sriathi	188-194
	Abstract	
27	<b>The Effect of Free Cash Flow, Dividend Policy, and Financial Leverage on</b> <b>Earnings Management</b> Luh Siwi Padmini    Ni Made Dwi Ratnadi	195-201
	Abstract	
28	Stock Market Reaction to the Event of Indonesia's General Election Events in 2019 I Putu Arie Argantha    I Made Surya Negara Sudirman	202-208
	Abstract	
29	The Effect of Profitability on Return of Banking Companies in Indonesia Stock Exchange Desak Gede Dita Pramiswari   Sayu Ketut Sutrisna Dewi	209-214
	Abstract	
30	The Role of Brand Image Mediates the Effect of Electronic Word of Mouth (E- WOM) on Purchase Intention Ni Kadek Yora Yohana    Komang Ayu Puspita Dewi    I Gusti Ayu Ketut Giantari Abstract	215-220
31	The Role of Brand Image in Mediating the Influence of E-Wom and Celebrity Endorser on Purchase Intention	221-232

Komang Ayu Puspita Dewi ||I Gusti Ayu Ketut Giantari

Abstract

32	The Effect of Accounting Information Systems and Internal Control of Employee Performance with Organizational Culture as A Mediation Variable Pande Putu Gayatri Maharani    I Gusti Ayu Eka Damayanthi	233-241
	Abstract	
33	The Progress of Indonesia-Brunei Darussalam 4th Joint Commission Bilateral Cooperation Elisabeth Ivana Maureen    Michelia Alba Choirunnisa	242-246
	Abstract	
34	<b>Early Reading Methods for Children with Disabilities in Primary School</b> Nurlinawati    Sarwiji Suwandir    Andayani	247-250
	Abstract	
35	<b>Building Character Education in Elementary School Students through the</b> <b>Cultural-themed Literacy Book</b> Sefri Rahma Wardani    Andayani    Suyitno	251-256
	Abstract	
36	<b>The Effect of Good Corporate Governance on Timeliness of Annual Financial</b> <b>Report Publication</b> Ni Putu Ayu Jayanimitta    Ni Made Dwi Ratnadi    A. A. G. P. Widanaputra    Dodik Ariyanto	257-263
	Abstract	
37	<b>The Influence of Intrinsic Factor, Student Perception, Accounting Learning,</b> <b>Family, and Peers in Accounting Student Interest in Bali, Indonesia to Becoming</b> <b>Professional Accountant</b> Eko Putra Rianto    Ni Gusti Putu Wirawati    Made Mertha    I Ketut Sujana	264-271
	Abstract	
38	<b>Survey of the Preferred Elements of Teachers and Students in Preparing</b> <b>Instructional Material in Creative Nonfiction</b> Jennifer M. Tiburcio	272-278
	Abstract	

39	The Effect of Profitability, Industrial Type, and Media Exposure on Corporate Social Responsibility Disclosure Wira Yulia Br Lubis    Luh Gede Krisna Dewi Abstract	279-285
40	Capital Market Reaction to the 2019 Indonesian Presidential Election Announcement Results by the General Election Commission and Constitutional Court Decision I Kadek Arista Dwi Pratama    I Gusti Ayu Eka Damayanthi    Ida Bagus Dharmadiaksa   Ketut Alit Suardana Abstract	286-291
41	<b>The Effect of Capital Expenditure and Investment on Regional Generated</b> <b>Revenue and Economic Growth of Bali Province</b> N.L.P. Carllan Elgiana Putri    Made Kembar Sri Budhi	292-302
42	Abstract Integration and Employees Work Attitudes in the Oil and Gas Companies in Nigeria Lawrence Onwuchekwa Alikor   Lucky Ajor Abstract	303-312
43	Analysis of Altman Z-Score and Zmijewski Bankruptcy Prediction in Telecommunication Sub-Sectors Registered in Indonesia Stock Exchange in 2016-2018 Gede Yuna Winaya    Ketut Muliartha RM    I Gusti Ayu Nyoman Budiasih    I Dewa Nyoman Wiratmaja Abstract	313-322
44	Effects of Quick Ratio, Return on Assets and Exchange Rates on Stock Returns Dennis Prasetya Wijaya    Ida Bagus Panji Sedana Abstract	323-329
45	Role of Work Environment, Compensation, and Job Satisfaction on Employee Retention in Cafe Kampoeng Seafood Jimbaran Bay I Made Ari Suprasta    A.A. Sagung Kartika Dewi Abstract	330-335

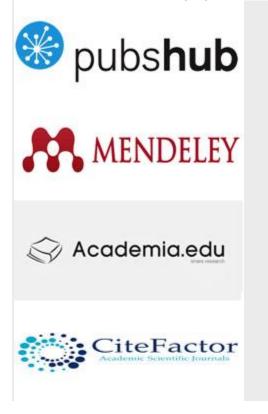
46	<b>The Role of Village Funds on Village Infrastructure Conditions and the Welfare of Low income Communities in Klungkung Regency, Bali Province, Indonesia</b> A A I N Marhaeni    I KetutSudibia	336-345
	Abstract	
	The Role of the Brand Image Mediates the Effect Country of Origin on Purchase Intention	
47	I Gusti Agung Made Shinta Natasya Sharaswati    Ni Made Rastini	346-352
	Abstract	
	The Effect of Compensation and Internal Communication on Employee Engagement and Turnover Intention in Sankara Ubud Resort and Spa, Gianyar,	
48	<b>Bali</b> Ni Putu Listya Purnamasari    I Gusti Salit Ketut Netra	353-359
	Abstract	
49	Participative Communication of Citizens through Social Media as Evaluation of Development Programs Tatik Yuniarti    Amiruddin Saleh    Musa Hubeis    Rilus Kinseng    Andam Rukhwandi Rakhman    Ridha Amalia	360-366
	Abstract	
50	<b>THE EFFECT OF COMPENSATION ON EMPLOYEE LOYALTY WITH JOB</b> <b>SATISFACTION AS A MEDIATOR</b> Ni KetutDewiSumaryathi    I GustiAyuManuatiDewi	367-373
	Abstract	
51	<b>The Role of Trust Mediates the Effect of Perceived Ease of Use and Perceived</b> <b>Usefulness on Online Repurchase Intention</b> Ni Luh Putu Widya Sawitri    I Gusti Ayu Ketut Giantari	374-381
	Abstract	
52	<b>The Effect of Leverage, Managerial Ownership, And Dividend Policy On</b> <b>Hedging Decisions In Manufacturing Companies</b> Martha Madline Gewar    Ni Putu Santi Suryantini	382-389
	Abstract	
53	Operation Service Delivery System Design In Automotive Reparation Business UD. Wirnaya Artha Motor	390-399

	Abstract	
54	Anteceden Repurchase Intention to Customers of Emina's Cosmetic Products via Online Elva Otivia    IPutuGde Sukaatmadja	400-406
	Abstract	
55	The Effect of Brand Image, Product Quality, and Brand Trust on Maybelline Lipstick Customer Loyalty in Denpasar City GustiAyuDwi Wahyuningsih    IPutuGde Sukaatmadja	407-412
	Abstract	
	Sustainability Status of Ecological Dimensions in Development of Redi in Buton Regency Southeast Sulawesi	
56	Bahdad    Budi Hascaryo Iskandar    Mulyono S Baskoro    Mohammad Imron	413-421

## Abstract

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# The Effect of Accounting Information Systems and Internal Control of Employee Performance with Organizational Culture as A Mediation Variable

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**ABSTRACT:** An organization or company such as the Village Credit Institution needs to pay attention to factors that are employee performance, because employees are one of the valuable assets that will bring an organization or company to success. There are several indicators that affect employee performance including the accounting information system used, culture within the organization and how internal control within the organization. This study aims to determine the effect of accounting information systems and internal control through organizational culture on employee performance. This research is located in the Village Credit Institutions in Mengwi District, the sampling technique used is non-probability sampling with the purpose sampling method. The data collection of this study by distributing questionnaires to 152 employees who worked in LPDs in Mengwi District, 4 questionnaires did not return so this study used 148 respondents. The analysis technique used in this study is path analysis. Based on the results of variable tests indicate that accounting information systems, internal controls and organizational culture affect employee performance and internal control through organizational culture affect employee performance and internal control through organizational culture affect employee performance. Accounting information systems through organizational culture affect employee performance and internal control through organizational culture affect employee performance.

**KEYWORDS:** accounting information systems, internal control, organizational culture, employee performance

## I. INTRODUCTION

There are several indicators that affect employee performance, one of which is the use of a good accounting information system. The accounting information system used in the LPD is the Banking Smart System with Novell 5.0 network, with the help of an individual technology-based system that is expected to complete its work easily, quickly and accurately. A match between the work being done and the technology applied will achieve better individual performance. According to Goodhue and Thompson (1995) in Theory Technology to Performance Chain states that the use of information technology will affect individual performance because it will facilitate the completion of the tasks assigned. Accounting information systems as interrelated components integrated to collect, store and disseminate data for the purpose of planning, controlling, coordinating, analyzing and making decisions (Astuti and Dharmadiaksa, 2014). Accounting information systems not only process financial data, non-financial data are also included because decision making is not only financial information that is needed. Non-financial information about a condition and situation can also be used as consideration in decision making (Listiana, 2017). Research conducted by Pratami and Damayanthi (2018), Listiani (2017), Murni and Juliarsa (2018) Arsiningsih, et al., (2015) Astuti and Dharmadiaksa (2014), Pratama and Suardikha (2013), Soudani (2012), Al -Eqab and Adel (2013), Dita & Putra (2016), Gunawan and Tenaya (2017) and Saraswati and Damayanthi (2018) state that accounting information systems have a positive effect on employee performance.

In addition to accounting information systems, employee performance is also influenced by internal control (Shoimah, 2015). Internal control is a series of activities carried out by the company to provide sufficient confidence in the achievement of company goals (Doyle et al., 2007). Companies or organizations generally use internal controls to direct company operations and prevent system misuse. Internal control is useful to prevent things that are not desirable (mistakes or cheating) (Putra and Latrini, 2018). Internal control places more emphasis on preventive measures to reduce errors (inadvertently) and irregularities or intentions (Astini, 2018). One of the 5 components of internal control is control activities, in carrying out management control activities will make policies, procedures and sanctions for risks that may occur. If it is associated with Theory of Attitude

2020

and Behavior developed by Triansdis (1980) that a person's behavior will be determined by beliefs about the consequences of doing behavior, so that the presence of activities will certainly affect the behavior of employees in doing something. In research conducted by Santosa et al., (2017) Maharani et al. (2015), Shoimah (2015), Febriana et al., (2017), Ariesa and Berasategu (2009), Marlina et al., (2019), Marlina et al., (2019) and Bhuwaneswari and Damayanthi (2018) show that internal control affects employee performance.

Other indicators that affect employee performance according to research conducted by Putri and Putra (2017) and Perawati and Badera (2018) are organizational culture. Organizational culture is a system of shared meanings shared by members that distinguishes an organization from other organizations, this shared meaning system is a set of key characteristics that are highly respected by the organization. Organizational culture will provide a psychological atmosphere for members how they work, how to deal with superiors and colleagues and how to solve problems (Raheni and Putri, 2019). Employee performance is determined by subjective employee perceptions about the organizational culture implemented by the LPD is the existence of a set of rules that govern how employees dress and behave. This perception of supporting or not supporting then affects employee performance and employee satisfaction with a greater impact on culture (Tseng, 2010). In research conducted by Syahrum et al., (2016), Nazir and Zamir (2015), Tripambudi (2014), Putri and Putra (2017), Murni and Juliasra (2018), Perawati and Badera (2018), Raheni and Putri (2019), Pratama (2012), Prabayanthi and Widhiyani (2018), Tseng (2010) and Pratami and Damayanthi (2018) stated that organizational culture influences employee performance.

Village Credit Institutions (LPD) are non-bank financial institutions owned by indigenous communities with a Balinese-style economic system (Suartana, 2013). LPD is managed based on strong and strong culture. The magnitude of the influence of organizational culture on LPD will certainly affect the performance of its employees. Accounting information systems delivered through organizational culture will be more easily accepted by employees. Research conducted by Pratami and Damayanthi (2018) and Murni and Juliarsa (2018) states that the delivery of accounting information systems through organizational culture influences employee performance. Theory of Attitude and Behavior states that a person's behavior will be influenced by habits related to what they are used to doing, organizational culture embedded in the LPD such as the rules governing how employees behave, sanctioning violations and monitoring by supervisory bodies and administrators , performance evaluation by the supervisory and management bodies will greatly affect the performance of employees and will affect the performance of these employees.

#### II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

In research conducted by Samuel (2013), Gupta et al., (2007), Kasandra and Juliarsa (2016), Murni and Juliarsa (2018), Rizaldi (2015), Astuti and Darmadiaksa (2014), Dita & Putra (2016)), Pratami and Damayanthi (2018) and Listiana (2017) state that the accounting information system has a positive and significant effect on employee performance. This shows that the accounting information system is one of the important factors in creating employee performance. Because accounting information systems have a direct influence on employees in completing their work which will ultimately improve organizational performance. Based on the description above, the first hypothesis is

H1: The accounting information system has a positive effect on employee performance at the Village Credit Institutions in Mengwi District.

Internal control in an organization affects the awareness of each employee in the organization of actions, policies, and procedures and sanctions that have been made that will make the performance of employees in a company or organization more motivated than ever before in doing every job. This is in line with the Theory of Attitude and Behavior that the sanctions or consequences that are made will affect employee behavior in acting. Components in internal control such as a good control environment, will contribute both in creating a work atmosphere so that it can encourage employees to improve their performance. Monisola (2016) in a study entitled Evaluation of Effectiveness of Internal Control Systems in Small Business Organizations in Ekiti State of Nigeria states that internal control has a relationship and influence with employee performance. This study was also supported by research conducted by Marlina et al. (2019), Febriana et al., (2017), Shoimah (2015), Listiana (2017) and Maharani et al (2015), Magu (2016) showed that internal control positive effect on employee performance. Based on the description above, the second hypothesis is

H2: The internal control system has a positive effect on employee performance at the Village Credit Institution in Mengwi District

Research conducted by Syahrum et al., (2016) with the title Effect of Competence, Organizational Culture and Climate of Organization to the Organizational Commitment, Job Satisfaction and the Performance of Employees in the Scope of Makassar City Government states that organizational culture positively influences and significant effect on organizational commitment, job satisfaction and employee performance. Research conducted by Nazir and Zamir (2015) with the title Impact of Organizational Culture on Employee Performance

2020

states that organizational culture has a positive and significant relationship and influence on employee performance. Culture in LPD like the rules that govern how employees behave will greatly affect employees in doing a job. This research is also supported by research conducted by Tseng (2010), Pratwi (2012), Putri and Putra (2017), Pratami and Damayanthi (2018) Murni and Juliarsa (2018), Dalimunth (2009), Perawati and Badera (2018), Raheni and Putri (2019), Pratama (2012), Prabayanthi and Widhiyani (2018), stated that organizational culture has a positive and significant effect on employee performance in an organization. Based on the description above, the third hypothesis is

H3: Organizational culture has a positive effect on employee performance at the Village Credit Institutions in Mengwi District.

Accounting information system is useful to help employees in a company to make useful decisions, in theory Technology to Performance Chain states that a technology will greatly affect performance. Organizational culture is needed in making decisions because organizational culture has the function to form rules or guidelines for thinking and acting in achieving the stated goals. Accounting information systems that are applied through organizational culture are very influential on performance because behavior determines how a person uses his work tools (Theory of Attitude and Behavior). This is supported by research conducted by Soudani (2012), Grande et al., (2011), Pratami and Damayanthi (2018) and Murni and Juliarsa (2018) which states that accounting information systems through organizational culture have a positive and significant effect on employee performance. The use of the existing system applied in LPD is a must, so that it will indirectly become the habits of employees in their daily lives. Based on the description above, the fourth hypothesis is:

H4: The accounting information system through organizational culture influences the performance of employees in the Village Credit Institutions in Mengwi District.

Internal control is useful for preventing things that are not desirable (mistakes or frauds). Internal control functions to oversee all economic activities that occur in the company (Wilatini and Wirakusuma, 2019). Research conducted by Marlina et al. (2019), Febriana et al., (2017), Monisola (2016) and Shoimah (2015) stated that internal control had a positive and significant effect on employee performance. The application of good internal controls requires organizational culture as a delivery medium because organizational culture has the greatest possibility to form standards and ethics of employee performance as contained in Theory of Attitude and Behavior. Research conducted by Tseng (2010), Dalimunth (2009) Perawati and Badera (2018), Raheni and Putri (2019), Pratama (2012) and Prabayanthi and Widhiyani (2018) stated that organizational culture had a positive and significant effect. Organizational culture can also be an instrument of primary competitive advantage if the organizational culture supports the organization's strategy and if the culture of the organization can answer or overcome environmental challenges quickly and appropriately. Research conducted by Santosa et al., (2017) states that internal control is one of the controls that exist within an organizational culture is a basic thinking that can shape character and can direct individuals to be in line with organizational goals. Based on the description above, the fifth hypothesis is:

H5: Internal control through organizational culture influences employee performance in the Village Credit Institutions in Mengwi District

#### III. METHODS

The location or scope of the study area was carried out at the Village Credit Institution in the Mengwi District, the selection of this location because in the Mengwi District was the largest LPD distribution in Badung Regency with 38 units.

The population that will be used by this study are all Village Credit Institutions in the Mengwi Subdistrict registered with the Badung Regency Empowerment Institute (LPLPD) Empowerment, which are 38 LPDs. The sample that will be used in this study are 4 employees per LPD. The sample that will be used in this study are 152 people from 38 Village Credit Institutions in Mengwi District.

The analysis technique used in this study is path analysis. Before making a path diagram, theory or hypothesis must be prepared in advance to the model or path diagram, think causally and compile a directional diagram that is a mirror of the causal process and will facilitate the interpretation and interpretation of hypotheses.

#### IV. RESULT AND DISCUSSION

For the estimation of the parameters carried out by regression analysis through SPSS 21 software. Table 1 is a summary of the results of the regression

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Accounting information system	0,202	2,225	0,028
Internal control	0,511	5,628	0,000
$R^2: 0.454$			
F. Statistic: 60,322			
Sig.F : 0,000			
Regression 2			
Accounting information system	0,410	5,242	0,000
Internal control	0,192	2,260	0,025
Organizational culture	0,289	4,069	0,000
$R^2: 0,611$			
F. Statistik : 75,419			
Sig.F : 0,000			
Primary Data 2019			

Primary Data, 2019

Based on the recapitulation of the regression results in table 4.13, the following equation can be made: Substructural 1

 $Z = \alpha_{1}X_{1} + \alpha_{2}X_{2} + \varepsilon$   $Z = 0,202X_{1} + 0,511X_{2} + \varepsilon$ error (P  $\varepsilon_{i}$ ) =  $\sqrt{(1 - R^{2})}$ (P  $\varepsilon_{i}$ ) =  $\sqrt{(1 - 0,454)}$ (P  $\varepsilon_{i}$ ) = 0,738 Substructure 2 Y= $\alpha_{1}X_{1} + \alpha_{2}X_{2} + \alpha_{3}Z + \varepsilon$ Y = 0,410 X<sub>1</sub>+0,192X<sub>2</sub>+0,289Z+ $\varepsilon$ Pengaruh error (P<sub>ei</sub>) =  $\sqrt{(1 - R^{2})}$ 

$$(P_{\varepsilon_i}) = \sqrt{(1 - 0.611)}$$

$$(P_{\epsilon i}) = 0,623$$

Substructure 1 derived from Table 1 explains the results of testing the influence of accounting information system variables (X1) and internal control (X2) on organizational culture (Z), explained that accounting information systems have a significant positive effect on organizational culture with a standardized coefficients beta value of 0.202 with a value of sig t 0.028 <0.05. Internal control has a positive and significant effect on organizational culture with a standardized coefficient beta 0.511 value with a sig t value of 0.000 <0.05.

Substructure 2 explains that the testing of accounting information system variables (X1), internal control (X2) and organizational culture (Z) on employee performance (Y) has a positive and significant effect, this is because the accounting information system has a standardized coefficients beta value of 0.411 with sig t 0.000 <0.05, internal control has a standardized coefficient beta value of 0.192 with a sig t value of 0.025 <0.05, and organizational culture has a standardized coefficient of beta value of 0.289 with a sig t value of 0.000 <0.05.

Sobel test is used to test the mediation hypothesis (Ghozali, 2016: 255), this test is used by testing the strength of the indirect effect of accounting information system variables (X1) and internal control systems (X2) on employee performance (Y) through organizational culture variables (Z)). Table 2 is a recapitulation table for Unstandardized Coefficients to calculate the sobel test.

	Table 2.	
Recapitulation Model	of Unstandardized Coefficients Unstandardiz	ed Coefficients
	В	Std. Error
Regression 1	0,228	0,120
Accounting information system	0,520	0,092
Internal control		
Regression 2		
Organizational culture	0,296	0,073
Primary Data, 2019		

The Effect of accounting information systems on employee performance

The first hypothesis (H1) states that the accounting information system has a positive effect on employee performance. Based on the calculation that has been done produces a path coefficient for accounting information system variables of 0.410 and a significance level of 0.000 <0.05 which means that H0 is rejected and H1 is accepted or in other words that there is an influence of accounting information systems on employee performance in LPD in Mengwi District. Technology to Performance Chain states that a technology will have an impact on performance if used by individuals. This shows that the more easily, quickly accessed and can be used by all employees, it will improve employee performance, it is because the accounting information system can simplify and speed up employees in work and can improve decisions made. In addition, the existence of an accounting information system can save energy and speed up the completion of work, and with the existence of an accounting information system can improve the quality of decision making and accuracy in completing work. Research conducted by Dita & Putra (2016) suggests that the application of accounting information systems has a positive and significant effect on employee performance. This is because the application of the accounting information system at the Rural Credit Bank in Karangasem Regency will facilitate and accelerate the completion of the tasks performed by each individual in the institution. The results of this study are in line with research conducted by Kasandra and Juliarsa (2016) which revealed that the quality of accounting information systems has a significant effect on employee performance. Research conducted by Murni and Juliarsa (2018), Rizaldi (2015), Astuti and Darmadiaksa (2014), Pratami and Damayanthi (2018), Soudani (2012) and Al-Eqab and Adel (2013) also state that accounting information systems have an influence on accounting information systems which is positive and significant for employee performance.

#### The Effect of internal control on employee performance

The second hypothesis (H2) in this study is that there is a positive influence on internal control on employee performance. Based on the path coefficient shows a value of 0.192 with a significance level of 0.025 smaller than 0.05 this means that H0 is rejected and H1 is accepted or in other words there is an influence between internal control on employee performance in LPD Mengwi District. Components in internal control such as a good control environment, will contribute both in creating a work atmosphere so that it can encourage employees to improve their performance. The next component of internal control is assessing risk, employees are required to be able to assess the risks of their workers. One assessment of employee performance in LPD is the number of customers that can be obtained, in determining the customers of employees, of course, must be able to recognize the risks to be faced. Monitoring plays a role in improving control which generally will improve the performance of employees in the Mengwi District LPD, monitoring is very necessary to measure the development and direction of the implementation of activities so as not to deviate from the goals and objectives of the LPD itself. Control activities carried out by the LPD supervisory and management body, they will make policies, procedures and sanctions for risks that may occur, Theory of Attitude and Behavior states that sanctions or consequences that are made will affect employee behavior in acting, with the existence of internal control employees will act more according to the rules this will affect the performance of the employee. Research conducted by Dewi (2012) states that internal control has a positive and significant effect on employee performance. Monisola (2016) in his research also states that internal control has a positive relationship and influence on employee performance. The results of this study are in line with Marlina et al., (2019), Febriana et al., (2017) Shoimah (2015), Listiana (2017) and Maharani et al (2015).

#### The effect of organizational culture on employee performance

The third hypothesis (H3) in this study is the influence of organizational culture on employee performance. Based on the calculation of the path coefficient shows a value of 0.289 with a significance level of 0,000 < 0.05, this means that organizational culture has a positive and significant effect on employee performance in the Mengwi District LPD. Organizational culture is related to superior performance because a strong organizational culture creates a level of motivation within oneself, providing a control structure that encourages organizational members to be committed to the progress of the organization. Employee performance is determined by subjective employee perceptions about the organization and overall perception, this is the basis for the formation of organizational culture. The organizational culture applied in LPD is not written but it has become a habit done by employees such as praying before doing work, mutual cooperation with the surrounding community, decision making based on meetings, there are rules that govern how employees behave and there are sanctions for all violations committed by the employee. research conducted by Putri & Putra (2017) which states that organizational culture has a positive effect on employee performance. This means that the better the organizational culture is carried out by all members of the organization, such as carrying out its work in detail and prioritizing teamwork, the performance of its employees will increase. Nazir & Zamir (2015) in his research also stated that organizational culture has positive and significant relationships and influences with employee performance. Organizational culture in an organization such as LPD will affect individual values or ethics,

attitudes, assumptions and expectations of individuals, this is because organizational culture has the power to move individuals in the same direction as individuals. Other research results that support this study are Tseng (2010), Pratwi (2012), Putri and Putra (2017), Pratami and Damayanthi (2018) Murni and Juliarsa (2018), Syahrum et al., (2016) and Dalimunth (2009) ).

#### The Effects of accounting information systems on employee performance through organizational culture

The fourth hypothesis (H4) in this study is the influence of accounting information systems through organizational culture on employee performance. Based on the sobel test carried out that Z (count) of 2.2160 is greater than Z 1.96. This means that organizational culture can be a mediator between accounting information systems and employee performance. The path coefficient shows a value of 0.468 with a significance level of 0.000 < 0.05, this means that H0 is rejected and H4 is accepted or in other words that there is an influence of accounting information systems through organizational culture on employee performance. Accounting information system is useful to help employees in a company to make useful decisions, this is in line with Technology to Performance Chain which states that a technology will greatly affect performance. Soudani (2012), Gupta et al., (2007), Dita & Putra (2016) state that accounting information systems affect employee performance. The indirect effect of culture based on the calculation of the path coefficient is 0.058, culture can be a mediation for the delivery of accounting information systems to employees but with a small contribution. Culture that is applied in the LPD such as the existence of rules for using the system to complete the tasks assigned, will greatly affect employees in the use of the information system provided. And in line with the Theory of Attitude and Behavior which states that behavior determines how someone uses his work tools, accustomed to using accounting information systems at work will facilitate employees in working, so that productivity increases and the resulting performance will also increase, in research conducted by Syahrum et al., (2016) states that organizational culture has a strong relationship with employee performance. This means that if the application of accounting information systems through culture or regulations, employees will follow it so that the delivery of accounting information systems through culture will be more easily accepted by employees in the Mengwi District LPD.

The Effects of internal control on employee performance through organizational culture

The final hypothesis in this study is the influence of internal control through organizational culture on employee performance. Based on the sobel test, the Z value of 3.2612 is greater than Z 1.96, this means that organizational culture can be a mediator between the effect of internal control on employee performance. path coefficient shows the value of 0.339 with a significance level of 0.000 <0.05 this means that H0 is rejected and H5 is accepted in other words there is an influence of internal control through organizational culture on employee performance. Research conducted by Marlina et al. (2019), Febriana et al., (2017), Monisola (2016) and Shoimah (2015) stated that internal control had a positive and significant effect on employee performance. The indirect effect given by culture to mediate the effect of internal control on employee performance is 0.147, this shows that culture can be a mediator with a large enough contribution, so that the presence of organizational culture will facilitate the delivery of internal control over employees. Submission of internal control such as monitoring which is a process for evaluating employee performance, control environment which is a discipline and basic structure for behavior, control activities which are policies, procedures and rules for acting need to be accompanied by organizational culture as a medium to deliver it because the organizational culture has opportunities most in forming standards and ethics of employee behavior while working this is in line with Theory of Attitude and Behavior. Research conducted by Santosa et al., (2017) states that internal control is one of the controls that exist within an organization, this control is made to be a guide in acting so it must be accompanied by organizational culture because organizational culture is a basic thinking that can shape character and can direct individuals to be in line with organizational goals. Organizational culture can also be an instrument of primary competitive advantage if the organizational culture supports the organization's strategy and if the culture of the organization can answer or overcome environmental challenges quickly and appropriately. LPD has an organizational culture in the presence of sanctions if it violates existing regulations, this will make employees obedient to carry out existing procedures and rules so that internal control will be able to run properly.

## V. CONCLUSION

This study contributes to the effect of accounting information systems, internal control and organizational culture on employee performance and the influence of accounting information systems and internal control through organizational culture on the performance of LPD employees in Mengwi District. The test results in this study found that the five hypotheses were accepted. The results of this study support the theory of Technology to Performance Chain which states that with the advent of technology will facilitate employee performance, so

that the existence of a Banking Smart System accounting information system with Novell 5.0 network will increase employee productivity in their work and improve their performance.

This research is also in line with the theory of attitude and behavior theory (Theory of Attitude and Behavior) developed by Triandis which states that a person's behavior is determined by attitudes related to what people want to do and consists of beliefs about the consequences of doing behavior, rules social rules related to what they think and habits related to what they used to do. Internal controls implemented in the LPD will greatly affect the performance of employees, with the evaluation of the work carried out it is expected that the resulting performance will increase. Organizational culture that is very thick in the LPD also has a major influence on employee performance, habits that are carried out by employees such as following the rules of attendance, dress codes and behavioral rules will be an assessment of the performance of employees in the LPD Mengwi District.

The results of this study make a positive contribution to all parties such as employees, management and supervisors as well as the LPD itself. Employees should be serious in carrying out their duties in accordance with the roles that have been given and work in accordance with the SOP in force in the LPD and utilize the accounting information system that has been provided properly, so as to facilitate the completion of the work provided. For the management and supervisors, must carry out supervisory duties on employee performance. LPD management and supervisors should conduct a performance evaluation in order to strengthen internal controls in the LPD, so that no more undesirable things happen. Thus it is expected to provide benefits and input in managing all resources contained in LPD effectively and efficiently in order to obtain good and satisfying performance.

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