

Enhancing Financial Decision-Making in SMEs: The Role of Accounting Systems and Human Resource Competence in North Medan

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Abstract

This research examines the influence of accounting system deployment and human resource proficiency on financial decision-making within small and medium enterprises (SMEs) in North Medan. The swift growth of SMEs in the region highlights the necessity of proficient financial management procedures, frequently shaped by the caliber of accounting systems and the competencies of human resources. A quantitative research methodology was employed to gather data via surveys from 150 owners and managers of SMEs in North Medan. The results indicate that the quality of financial decisions made by these businesses is greatly affected by both the use of a structured accounting system and the skills of the people who work there. The study shows how strong accounting processes improve financial openness and help with strategic decision-making. It also shows how talented workers can help with more accurate financial analysis and better long-term planning. The results indicate that small and medium-sized businesses (SMEs) need to spend money on both advanced accounting systems and training for their employees to improve their financial performance. This research enhances the comprehension of financial management in emerging economies and provides actionable recommendations for SMEs in North Medan to refine their financial decision-making processes.

Keywords: *Accounting System, Human Resource Competence, Financial Decision-Making*

Introduction

In Indonesia, especially in the North Medan area, small and medium-sized businesses (SMEs) have grown quickly recently (Nurhidayah et al., 2025). SMEs are vital to the local economy since they create jobs and add to the region's domestic products (Dewi et al., 2025). But while SMEs in North Medan grow quickly, they also have a lot of trouble managing their money well. Therefore, putting in place a structured accounting system and improving the financial skills of staff are both very important for making better financial decisions.

Effective financial management in SMEs is crucial not only for managing cash flow but also for making strategic decisions related to investment, debt management, and long-term financial planning (Tambunan et al., 2024). These decisions have a major impact on business growth and sustainability (A. Hou, 2023). With good management, SMEs can maximize resource utilization, reduce financial risk, and plan for future business expansion (Fazira Lubis et al., 2024). Therefore, a well-organized accounting system and proper financial planning are essential to support the decision-making process (Hirzi, 2023).

An excellent accounting system is a vital part of managing money since it can supply you accurate, clear, and trustworthy information (B. br G. A. H. M. R. R. S. C. A. Hou, 2024). You need timely and relevant information to make good financial decisions, such as managing cash flow, planning investments, and judging how well your finances are doing (Nazah et al., 2024). SMEs can make fewer mistakes when recording and calculating, and they can also detect financial difficulties early on if they have a competent accounting system. Making financial decisions based on accurate and well-organized data can help the firm stay open and grow (Pasaribu, 2024). Consequently, for SMEs to be financially successful, it is highly vital to set up an organized accounting system (Ayuni et al., 2024).

The competencies of human resources significantly influence the quality of financial decisions (Asraf et al., 2024). For these choices to work, workers need to be able to analyze financial data and put together reliable reports (Liu et al., 2023). Employees that know a lot about this area may supply better and more



useful information, which makes judgments better, whether they are about managing cash flow, investing, or planning for the long term (Lubis et al., 2023). Therefore, having outstanding people skills is a key part of making sure that financial decisions are based on accurate information and careful thought (Wakhyuni et al., 2024).

Several prior studies have examined the impact of accounting systems on financial performance; however, the majority concentrate on large enterprises or the formal sector. Study (Huyen, 2025) discovered that inadequate implementation of accounting systems can impede the efficacy of financial decision-making. Study (González-Prida et al., 2025), on the other hand, stresses how important it is to train employees to improve financial analysis in small and medium-sized businesses. Nonetheless, a deficiency persists in the studies about the synergistic impact of efficient accounting systems and human resource capabilities on financial decision-making in SMEs, particularly in emerging regions like North Medan. This study seeks to address this deficiency by analyzing the interaction of these two elements in influencing the quality of financial decision-making in SMEs within the region.

This study aims to rectify this deficiency by examining the influence of a robust accounting system and adequate human resource competencies on financial decision-making in SMEs located in North Medan. This study employs a quantitative methodology, utilizing data collection techniques via a survey of 150 SME owners and managers in the region. The results of this study aim to elucidate the interaction between these two variables in enhancing SME financial decisions and performance, while also offering actionable advice for SME stakeholders to optimize their financial management.

Theoretical Review

Impact of Accounting System Implementation on Financial Decision-Making

For small and medium-sized businesses (SMEs), having a robust accounting system is very important for making decisions (Zotorvie et al., 2025). An accounting system does more than just keep track of money; it also helps small and medium-sized businesses (SMEs) manage their money well, which is important for making smart and precise financial decisions (Zografou et al., 2025). A robust accounting system enables managers to monitor cash flow, assess the financial performance of the business, and identify opportunities for improvement (Olontoyin, 2025). Moreover, it ensures transparency and accountability, crucial for maintaining stakeholder trust and adhering to regulations (Al-Hattami et al., 2025). In SMEs, a full accounting system can greatly improve financial decision-making by giving real-time data and financial reports that can help shape business plans. (Pham et al., 2025) says that effective accounting systems in small and medium-sized businesses help them figure out how much money they will need, if investments are worth it, and how to keep expenses down (Siswanto & Aqdam, 2024). Therefore, small and medium-sized businesses (SMEs) that have well-run accounting systems are more likely to make smart financial choices that keep them going and make money (Al Astal, 2024).

Human Resource Competence and Its Role in Financial Decision-Making

Another important thing that affects how SMEs make financial decisions is how effective their human resources are (Tayebwa et al., 2025). Competent human resources possess the ability to analyze financial data, implement financial theories, and make educated decisions that enhance the long-term profitability of an organization (Aliu et al., 2025). When it comes to SMEs, the competency of human resources includes both technical skills, like knowing about accounting and finance, and soft skills, like being able to solve problems and make decisions (Sismiati et al., 2025). The skills of the people working at SMEs directly influence the quality of their financial decisions. Studies have demonstrated that personnel with robust financial acumen are more proficient in evaluating risks, forecasting financial results, and executing plans that are congruent with business objectives (Sualeh Khattak et al., 2024). For example, people who know a lot about accounting and money management are more likely to make beneficial financial choices, which in turn leads to greater corporate results (Ramadan et al., 2024).

Interplay Between Accounting System and Human Resource Competence in Financial Decision-Making

A well-organized accounting system and skilled workers working together produce a synergy that improves financial decisions (Anggraini et al., 2024). Posits that the amalgamation of these two aspects enables SMEs to utilize both the technical proficiency of accounting systems and the decision-making acumen of adept human resources (Umam et al., 2024). This integration not only makes sure that financial reports are correct, but it also makes it easier for managers to use financial data to make strategic decisions. Furthermore, as (Soesiawan et al., 2024) says, the skills of the people who work on the accounting system have a big impact on how well it can be developed and changed. SMEs who put money into both strong accounting systems and ongoing training for their employees are more likely to make better financial decisions, which will help their business as a whole (Nurnasari & Muhyarsyah, 2025).

Methodology

This study examines the influence of accounting system deployment and human resource proficiency on financial decision-making in Small and Medium Enterprises (SMEs) in North Medan. Utilizing a quantitative methodology and an explanatory survey framework, data were gathered via questionnaires from SME proprietors and managers possessing a minimum of two years of experience. We used purposive sampling and the Slovin formula to figure out the sample size with a 5% margin of error, which made sure that the sample was statistically representative. The research centers on three principal variables: Accounting System Implementation (X1), Human Resource Competence (X2), and Financial Decision-Making (Y). Criteria that assess the adoption of an accounting system include the utilization of accounting software, financial reporting methodologies, and system efficiency. We judge the human resource skills of employees by their credentials, training, and experience in financial duties. To make financial judgments, you need to be able to handle budgeting, investing, and managing your money. A Likert scale questionnaire was used to collect data, and its validity and reliability were checked. We employed descriptive statistics and regression analysis, such as t-tests and F-tests, to look at the data. The results seek to elucidate the impact of these factors on financial decision-making among SMEs in North Medan, derived from data collected over a three-month period.

Results and Discussions

Results

Hypothesis Testing

Table 1 shows the results of a study on how the adoption of an accounting system and the skills of human resources affect financial decision-making in small and medium-sized businesses in North Medan. The results show that both the installation of an accounting system and the skills of the people who work there have a big effect on how financial decisions are made.

Table 1. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Accounting system implementation > Financial Decision Making	0.348	0.435	0.436	2.320	0.001	Significant
Human Resource Competence > Financial Decision Making	0.580	0.645	0.692	1.145	0.002	Significant

Discussions

The Influence Of Accounting Systems On Financial Decision-Making

The study conducted at the Institute of Information Technology and Business illustrates that accounting system implementation has a substantial and beneficial effect on financial decision-making in small and medium enterprises (SMEs). The results show that better implementation of accounting systems directly leads to better decision-making in small and medium-sized businesses (SMEs). This corresponds with prior research (Al-Hattami et al., 2025), which emphasizes that the proficient execution of accounting systems facilitates decision-makers in obtaining precise and prompt financial information, consequently enhancing financial decision-making. Implementing an accounting system helps business owners and managers keep better track of and analyze their financial performance, which has a direct effect on their capacity to make smart and informed decisions (Olontoyin, 2025). (Gerged et al., 2024) research backs this up even further by showing that well-run accounting systems help decision-makers collect, process, and analyze financial data more quickly and accurately. This system's efficiency not only improves the theoretical grasp of financial management, but it also improves the ability to handle financial chores and solve business difficulties (Nurhidayah et al., 2025). A study by (Dewi et al., 2025) also stresses that small and medium-sized businesses (SMEs) need to develop an accounting system, especially now that technology is improving. Companies that use full accounting systems can better handle changes in the financial world and make greater use of technology to make decisions (Nurbayan et al., 2025). Research conducted by (Khairumi et al., 2025) indicates that the integration of accounting systems markedly enhances SMEs' ability to analyze intricate financial data, employ contemporary accounting tools, and make more educated financial decisions across diverse business operations (A. Hou et al., 2024).

This study shows that small and medium-sized businesses (SMEs) need to improve their accounting systems by using current software that can handle complicated operations, give them real-time financial information, and make sure that reports are correct. To keep up with changing financial practices, small and medium-sized businesses (SMEs) need to use cloud-based apps and data analytics. These kinds of solutions will assist small and medium-sized businesses (SMEs) in following industry standards, better managing their resources, and boosting their performance. Also, schools and colleges need to focus on training programs that teach advanced accounting systems, such as modern software and financial technology trends like AI and blockchain. The curriculum should combine hands-on skills with academic understanding to get pupils ready for the changing digital world. To make these systems and a learning environment that helps students adjust to new technologies, schools, tech companies, and small and medium-sized businesses (SMEs) need to work together. This will make both students and SMEs more competitive in the digital age.

The Influence Of Human Resource Competence On Financial Decision-Making

The study underscores the essential function of human resource competence in enhancing financial decision-making in small and medium enterprises (SMEs). Table 1 shows that small and medium-sized businesses (SMEs) that have highly competent and knowledgeable employees in finance and accounting are better at making smart, data-driven financial decisions. The results show that having skilled human resources has a big effect on how well you can understand financial data, predict your financial demands, and uncover profitable prospects. This directly improves your capacity to make decisions. Research conducted by (Tayebwa et al., 2025) corroborates this assertion, demonstrating that proficient personnel with robust accounting expertise and financial acumen are more adept at navigating intricate financial decisions. Human resources with financial skills help create financial models, read profit and loss statements, and look at investment options (Ramadan et al., 2024). This makes management more effective and helps SMEs expand financially (Purnama Sari et al., 2025). Competent employees can also spot financial hazards early on and take steps to fix them before they get worse, which protects the business's financial health (Siregar et al., 2025). Furthermore, human resource competency is not just characterized by technical accounting skills; it also encompasses soft skills such as critical thinking, problem-solving, and decision-making

ability (Syafiqah & Affendy, 2024). Workers who are very good at these things are more likely to make financial decisions with more confidence and effectiveness (Azman, 2025). They can help make strategic decisions that are in line with the company's long-term goals because they can analyze complicated financial data, adjust to changing market conditions, and work with other departments (Sims & Singh, 2024).

On the other hand, SMEs that don't have enough skilled workers may have trouble making smart financial choices and often rely on their gut feelings instead of reliable financial data. This lack of skill can cause people to make bad financial choices, such as not being able to accurately predict their budgets, not managing their costs well, and missing out on investment opportunities. According to Munari & TSusanti (2021), small and medium-sized businesses (SMEs) that don't engage in their employees' growth typically have trouble making financial decisions, which makes it harder for them to grow and compete in the market. Ega et al. (2024) further stress that ongoing training and development programs for employees are very important for improving the skills of human resources. Small and medium-sized businesses (SMEs) that put a lot of value on ongoing professional development make sure that their employees are up to date on the newest financial trends, changes in the law, and best practices. This not only makes the employees better at their jobs, but it also makes the company's overall financial decision-making process stronger.

Conclusions

This study shows that implementing an accounting system and having skilled employees both have a big and favorable effect on how small and medium-sized businesses in North Medan make financial decisions. When SMEs use a structured accounting system, they can get accurate and timely financial information, which helps them make better financial decisions. At the same time, having good human resources skills, especially in finance and accounting, gives employees the ability to read financial data, predict financial needs, and find business prospects. These two things together affect how well SMEs make financial decisions. This report offers actionable recommendations for SMEs aiming to enhance their financial management procedures. The main consequences are that businesses need to use contemporary accounting systems, spend money on training their employees, and make sure that their HR staff has the skills they need to make good financial decisions. SMEs may make better financial decisions by focusing on these areas. These steps will help their business do better and stay in business for a long time in a business world that is always changing.

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