

INVESTIGATING THE RELATIONSHIP BETWEEN THE QUALITATIVE FEATURES OF NEW FINANCIAL INFORMATION SYSTEM AND IMPROVING THE MANAGERS' DECISION MAKING IN HEALTH SECTOR

Javad Jafari¹, Abbas Saleh Ardistani*¹, Mehdi KazemPour-Dizaji¹, Shiva Ehsan Maleki²

1. *Chronic Respiratory Diseases Research center, National Research Institute of Tuberculosis and Lung Diseases (NRITLD), Shahid Beheshti University of Medical Sciences, Tehran, Iran.*
2. *Chronic Respiratory Diseases Research center, National Research Institute of Tuberculosis and Lung Diseases (NRITLD), Shahid Beheshti University of Medical Sciences, Tehran, Iran. sh_e_maleki@yahoo.com- The health management research unit of respiratory diseases Research Institute of Tuberculosis and Lung Diseases, National Research Institute of Tuberculosis and Lung Diseases in Masih Daneshvari Hospital, Shahid Beheshti University of Medical Sciences and Health Services.*

ARTICLE INFO

Received:
03th Jun 2017
Accepted:
29th Nov 2017
Available online:
14th Dec 2017

Keywords:

ABSTRACT

The secret to achieving the goals of the organization in complex and difficult environmental conditions is to make sound and rational managerial decisions. In this regard, the accounting information system as a source of information for decision making is of particular importance to managers. This is a survey research. The statistical population of this study included development assistants, budget and financial managers, and mentors in the field of accounting, which included 220 people who were all included in the study. SPSS software was used to analyze the data of this study.

The results of this study showed that the independent variables of the current research have a positive and significant effect on the dependent variable (p -value = 0/000) and all decision-making fields are significantly related to the qualitative characteristics of the information system of the modern financial system.

According to the results of the study, system has not provided information needed by managers for decision making.

Copyright © 2013 - All Rights Reserved - Pharmacophore

To Cite This Article: Javad Jafari, Abbas Saleh Ardistani, Mehdi KazemPour-Dizaji, Shiva Ehsan Maleki, (2017), "investigating the relationship between the qualitative features of new financial information system and improving the managers' decision making in health sector" *Pharmacophore*, **8(6S)**, e-1173576.

Introduction

Overall, decision-making is a mental process that all human beings deal with it throughout their lives. The decision making process is done in the light of culture, perceptions, beliefs and values, attitudes, personality, knowledge and insight of the individual and these factors interact with each other. In contemporary management, decision making has been defined as the process of solving a problem and often, problem solving is another word for decision making. We can say that all activities and measures that are done by human beings in all areas are the result of the decision-making process. Managers' make decisions is based on the information obtained from various sources that problems are analyzed and decision are made based on this information. Currently, the new financial information system is one of the main channels of gaining and analyzing financial data. Undoubtedly, correct financial analysis about the planning and budgeting helps the managers to plan and take decisions appropriate to the circumstances (1). Obtaining timely, accurate and valuable information related to financial activities of economic institutions is one of the primary requirements of decision making. The required information for

decision-making will be supplied through financial statements. The quality of information provided from financial reporting process of the business is the condition in which such information can be considered useful. The quality of this information should meet the goals of the financial information users in a way which gives the power of optimal decision making, assessment of management performance in terms of optimal preservation and utilization of resources.

Therefore, in recent years, significant efforts have been made to promote the required reporting of applicants of financial information by various regulatory agencies associations and professional accounting circles around the world to meet the needs of the users of financial information. One of the groups that use financial reports is the public and government sector. The common aspect of this system with other financial reporting systems is the requirement in providing high quality information for users .

Also in Iran, the Ministry of Health and Medical Education as the main trustee of public health is an entity which should be considered by the government to explain the directions, policies and strategies, and deal with the influence of the behavior of those who have key roles within and outside the sector, general supervision, directing the efforts and development of national health measures. However, due to the lack of a strong association in the world of information and consequently poor decision making based on information and the fact those human resources, logistical and financial information and the budget of existed financial systems in the health sector is islanded, reforming the financial system of departments of Health and Medical education and consequently, implementing a new financial system seems necessary in this section (2).

According to the above concepts, and the establishment of a new financial system and consequently, the integrated application system of modern financial system and the impact of the quality of information on the level of users' operation from financial statements, the research's question is raised in this way that whether the qualitative information provided by the new financial system is effective in improving the managers' decision making in the health sector?

Theoretical Foundations

Qualitative characteristics of financial reports

In democracies that the governments are elected by direct popular vote, the use of general funds guarantees the financial accountability. Fulfillment of the responsibility of financial accountability requires the application of an accounting system with financial and reporting supervision for general purposes and based on the responsibility of accountability (3). Therefore, the quality of information provided in the public sector is important due to the specific purpose of reporting. In this reporting system, executives seriously considered the financial accountability of the acquisition, consumption and use of public resources and promote these responsibilities in favor of themselves and citizens as the real right holders. This accounting and financial reporting system is one of the most active and effective systems in the performance and evaluation of responding system (4). Financial reports that are the results of accounting information system are nothing but a commodity and therefore, the existence of accounting is because the demand for provided financial information is through this system . Thus, the concept of quality that has been raised for goods and services is also debatable and can be followed for accounting services, including their final product which is financial reports. The quality of financial reporting is regulations that separate the useful information from other information and increases the usefulness of information (5).

In studies such as Francis et al (2005), Verdi (2006), Biddle et al (2006 and 2009) and Beatty et al (2007) the usefulness of information is emphasized as a very important and applicable source of information for users to make better decisions through increasing the quality of financial reports. The US Financial Accounting Standards Board, according to the qualitative characteristics of financial reporting, argues that the usefulness of financial information is determined from the view point of users. Thus, the Board, in statements, defines the theoretical framework of the concept of quality in terms of the usefulness of information for users and specifies the required qualitative characteristics to meet the stated objectives. According to the US Financial Accounting Standards Board, qualitative characteristics include being related (predictive value, the value of verifiers and timeliness), and reliability (being addressed, honest expression and being neutral) consistency and comparable. The Board acknowledges that this is a subjective evaluation and there must be often a balance between the relevancy and reliability of the information. In addition to the Board, the Statement of Accounting Theory Developed Committee American Accounting Association in its famous "ASOBAT statement" introduced the qualitative characteristic of relevancy and the ability to verify and being away from bias in measuring financial figures as the standard of choosing methods of accounting.

Also, it should be noted that the qualitative characteristics of financial and non-financial information that the public sector provides about the economy and other phenomena, cause this information to be useful for users and represents the achievement of the objectives of financial reporting. Providing useful information for accountability and decision making is the objective of financial reporting. Therefore, the information offered by the public sector should be relevant, honest, understandable, time scheduled, matching and valid. Each of qualitative features is part of other features to provide useful information for achieving the objectives of financial reporting. However, in practice, all the qualitative characteristics cannot be fully fulfilled.

Managers' decision making

In an era where rapid and increasingly changes and evolutions are among its specifications, the pace of decision-making has taken great acceleration and created the need to make quick decisions to deal with the fast interactions in the conditional circumstances that has shortened the time of contemplating for managers before decision-making. In fact, today's managers need to spend less time making decisions in relation to various issues and subjects.

Decision-making will be done to solve a problem or take advantage of an opportunity. Awareness of the conditions and factors which are associated with a particular issue or opportunity as well as knowing different information that might be available to solve the problem or to take advantage from that opportunity is among the requirements of adopting a reasonable decision.

Information should be given on time in order to be effective for the decision makers. And as the information is more important and more relevant to the theme, the decision that has to be taken will be better and more effective. Based on this concept, the familiarity with decision-making practices and procedures, as well as tools and methods which managers can use them to make better and more effective decisions is very important.

The first step in the implementation of management tasks is making decisions. According to the fact that making decision without information and required communication is not possible, executive base of such duty is to provide the necessary information to the management. Uncertainty about the future and lack of information on current events will persuade the

manager to follow information and make formal or informal communication. The impact of good and timely, accurate, relevant, brief and useful strategic decisions at all levels of management is necessary for the efficient system of management information to make correct decisions and to facilitate planning and control of executive tasks for the manager (6).

Decision making: If you consider the management's various activities, it can be seen that decision making is the essence of all management activities. Making decision is one of the unrepeatable components of management and is manifested in all management tasks. In determining policies of the organization, formulation of objectives organization design, selection, evaluation and in all the actions and performances, decision-making is the main part and basic element. In very simple definition, making decision is to pick a way through different ways (6). What follows is a set of practices that lead to five methods of decision-making:

1. Determination: the way in which a person just relies on limited and certain information and looks for a unique solution. In implementation of this procedure, minimal information is needed and maybe the problem is quickly resolved by providing a unique way. In this case, the decision-maker will go on to the next question.

2. Flexible: In this method, the person feels content and satisfied with limited and certain information, however, several solutions are offered. Usually the speed is very high in this method and the focus of attention continually changes, information is interpreted and used in places where there are several solutions.

3. The hierarchy of authority: in this method, it is tried to collect the most information and provide many solutions. In this method that many information has been used it is tried to present a specific and detailed solution to a problem. A strict control will be applied in implementation of this procedure and it is tried to use high quality information to achieve the best solution.

4. Integration: This is a multidimensional approach and the aim of this method is to maximize profits. A great deal of information is collected in this way but several solutions are offered by the use of them. This method has emphasized the innovation and creativity and any solution is accepted with open arms.

5. Systematic: This method is more complex than others. Large data and multiple solutions are used in its implementation. While many solutions gain a lot of attention, it is tried to use the maximum amount of information. In this way, a huge image of the subject is prepared and will be effective for very complex issues (7).

Decisions are divided into three categories: structured decisions, semi-structured decisions, repetitive and programmable decisions. Therefore, the decision of this kind can be easily transferred to computer processing. Unstructured decisions (without structure) require human judgment while computer reports are used.

Semi-structured decisions are between structured and unstructured decisions, the characteristics of each type of decisions is listed in the Table.

Table 1: Types of decision and its characteristic (Madhoushi, 2001)

Type of decision	Degree of certainty	Level of decision making	Time horizon	Frequency
Strategic	Very little	Middle management	Long-term and short-term	Very little
Tactical	Medium	Middle management	Short term	Medium
Operating	High	Operational management	Current	High

Regardless of the fact that decision might be structured, non-structured or semi-structured Decision-making needs accurate, precise, and timely information and the role of information systems is providing this information. Decision-makers need information as a basic resource to decide appropriately and correctly in all stages of decision making.

History of research

Dastgir and colleagues (2003) examined the impact of the characteristics of accounting information system on managers' decision-making improvement. To determine this impact they studied the Bahman group as their research sample. The research results of Dastgir et al (2003) indicated that accounting information system is effective in improving management decision-making. Also, the research findings showed that the accounting information system of the research sample didn't help managers to make financial decisions and there is a significant difference between the current and ideal state of the system.

Etemadi et al (8), in a descriptive and survey research, have investigated the impact of technology on qualitative characteristics of accounting information. Data in this research were collected through the questionnaires that were distributed among managers, auditors, audit supervisors, University faculty members and accounting students. Their findings showed that the use and application of information technology is useful and effective in the quality of accounting information.

Karbassi Yazdi and Tarighi (2009) investigated the benefits of accrual accounting systems in University of Medical Sciences and Health Services of Tehran. The results of the survey sample consisting 57 members of the Board of Trustees of the University, auditors of audit courts, chief accountants and financial experts of Tehran Medical Sciences University showed that the implementation of accrual accounting can reflect the total cost of services and activities more transparent and lead to the implementation of operational budgeting. Also, information arising from accrual reporting systems can result in optimal decisions by managers and provide the required tools to meet their duties and responsibilities.

Sabir (1390) in his study revealed that Iran's public sector's financial and accounting rules and regulations relatively has the accrual-based reporting capacity and there is only needed to reform some provisions of the country's general calculations that are approved in 1366.

Talebniya and colleagues (2011) examined the effect of environmental factors on the reform process of government accounting in Iran through using a contingency model. The results of the survey study showed that the government accounting system in Iran is on the verge of a fundamental transformation. Key drivers of this development are the increasing demand for more

information followed by reforms proposed in the country's public sector including the regulatory requirements concerning the operational budget.

Gard and Karimi (2011) investigated the effect of change in accounting method from cash to accrual on the financial and operational performance of Beheshti University of Medical Sciences. The results of studying the samples consisted of 100 experts, chief accountants and financial experts of the University Showed that the implementation of accrual accounting has improved the financial and operational performance of the sector. Also, accrual accounting is more efficient than cash accounting in determining the cost of services and activities, results in more precise control of revenues and expenses and provides more accurate reports for managers.

Maheer (2011) in a study investigated the attitudes of managers in Fars University of Medical Sciences and Health Services the quality of provided financial reports. The results of analyzing the research's hypotheses showed that from the viewpoint of managers of Fars University of Medical Sciences and Health Services, University's financial reports (Cash Reporting), don't have the required quality in terms of relevancy characteristics, honesty in presentation, being comparable and addressable, predictive and certifying.

Babaian (2012) in a study titled "Evaluating the benefits of a full accrual accounting system on improving the level of organizational efficiency" showed that improving the efficiency, effectiveness and economical profit of various activities of research organization and NAJA studies requires conditions that providing them through the use of "cash accounting system" will not be possible. In this regard, Implementation of full accrual accounting systems in the Research and studies Organization of NAJA can be an effective step in promoting the level of the organization's accountability to stakeholders and properly meet their needs.

Kazemi and Yazdi (2012) in a study entitled "Challenges of the establishment of a reporting system based on accrual accounting (with an emphasis on accountability) in the Iran's public sector" showed that all five factors that were investigated are the barriers to the implementation of accrual-based accounting in public sector. Also, it is necessary to state that the variable of lack of implementing performance auditing is in the first priority and the lack of a theoretical framework and concepts, the lack of full implementation of operational budget, existing laws and regulations and standards and methods of governmental accounting are in the later stages of importance.

Namazi (2012) in a study titled "the impact of implementing accrual accounting on the components of work life quality among managers and financial experts of medical sciences university" showed that according to respondents' viewpoint, the implementation of accrual accounting does not affect the components of their work life quality (Fair and adequate pay indexes and the general atmosphere of their life) but affect the other components. So that "safe workplace" the highest and "social integration in the organization" had the least impact. Also, obtained results showed that individual characteristics of respondents do not affect their viewpoint in relation with the research hypotheses.

Maheer and colleagues in a research with the title of investigating the managers' attitude towards the quality of financial reports, presented as case study, investigated the quality of information provided in financial reports of Fars University of Medical Sciences. a questionnaire of 12 questions was used for data collection that were distributed among 49 financial managers of medical universities. The results of their study showed that the information provided in financial reports of Fars University of Medical Sciences (accrual) contains qualitative characteristics of relevancy, sincere expression, intelligibility, timeliness, impartiality and comparability.

Mohajer (2014) in his study titled "the evaluation of financial performance of universities of medical sciences and health services on the basis of accrual accounting" showed that almost all universities have entered in 2000 with a negative balance; in other words, had a deficit. However, during 2000, the number of universities that have had a positive balance increased.

Osloub and Maram (2015) in a study entitled "The role of establishing accrual accounting in the quality of financial manager's decision making (Case Study: University of West Azerbaijan province)" showed that the frequency distribution associated with the ability to respond is 65.571, associated with the development of the operating budget is 37.760, and is equal to 36.097 for actual costs and is 18.080 for cases related to the optimal decisions of financial managers.

Barrett (1993) in his study has pointed seven categories of the consequences of use of accrual accounting in the public sector and emphasized that more attention should be given to the following items:

1. Presenting a more comprehensive definition about the costs of the government's programs
2. Emphasizing on cost control and measuring the effectiveness
3. The excellence of cash basis on accrual basis for determining the applied pricing method
4. The need to show more efficiency in the bargaining discussions.
5. Creating more accountability for used and invested resources by general sector institutions and
6. Measuring the financial effects of government policies for preliminary estimates which have increasing interests for its appearance that is the budget.

Chan (2003) showed that choosing the accrual accounting system in the public sector could lead to an increase in the accountability of the government toward people, a better financial management by the managers of public sector and the comparability of the management's performance in different areas. And fundamental changes in the accounting system rooted in altering the eyesight of public sector from cash changes to the events that lead to changes in the cash.

Tudor and Mateo (2005) explore the process of change from a cash accounting basis to the accrual basis. The results obtained from their research showed that the implementation of accrual accounting requires the development of information and communication technology and improving the executive procedures and the legal framework should also be designed in order to make shore that accounting information is presented completely, timely and accurate. Also, the implementation of accrual accounting needs to train current employees and hire new ones.

McPhee (2006) states that choosing an accrual accounting system in the public sector, leads to an increase in the responsiveness of the government to the people, a better financial management by the managers of public sector and the comparability of the management's performance in different areas.

Seguin (2008) dealt with the implementation process of accrual accounting in Canada and a comprehensive model can be offered for implementing this financial system in the public sector by examining the dominated technical and cultural challenges in the community and expressing the advantages of implementing this basis of accounting in the public sector.

Research hypotheses

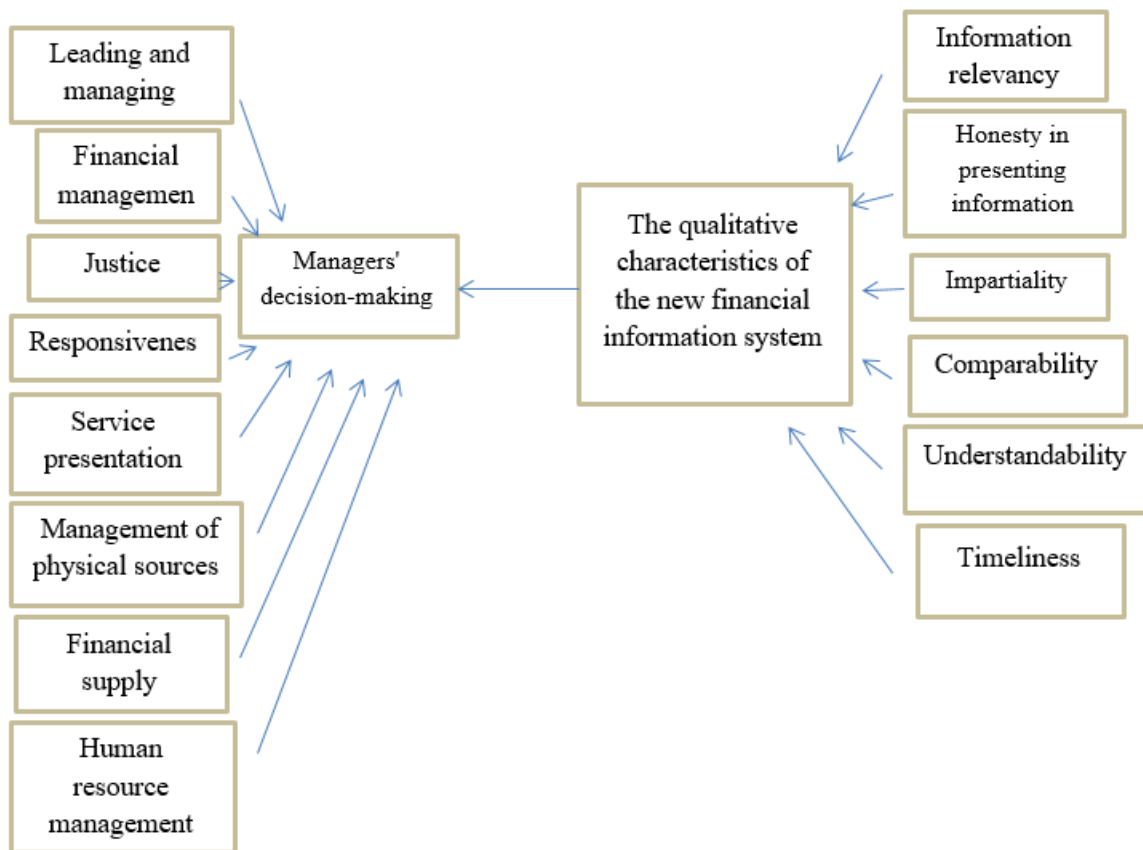
The main hypothesis

The qualitative characteristics of the new financial information system are related to the managers' decision-making improvement in the health sector.

Subsidiary assumptions

1. The status of the qualitative characteristics of the new financial information system in the health sector is suitable.
2. The status of the managers' decision-making areas in the health sector is suitable.
3. There is a relationship between the "dimension of relevancy" in presenting the new financial information system and the managers' decision-making improvement in the health sector.
4. There is a relationship between the "dimensions of sincere expression" in presenting the new financial information system and the managers' decision-making improvement in the health sector.
5. There is a relationship between the "dimensions of impartiality" in presenting the new financial information system and the managers' decision-making improvement in the health sector.
6. There is a relationship between the "dimensions of comparability" in presenting the new financial information system and the managers' decision-making improvement in the health sector.
7. There is a relationship between the "dimensions of understandability" in presenting the new financial information system and the managers' decision-making improvement in the health sector.
8. There is a relationship between the "dimensions of timeliness" in presenting the new financial information system and the managers' decision-making improvement in the health sector.

The research model



Resource: made by the researcher

Research method

This study examines the relationship between the qualitative characteristics of new financial information systems and improving the managers' decision-making in the health sector. Therefore, survey methods have been used for collecting data in order to test the research hypotheses. In the current research, a written questionnaire containing 74 questions was used.

Also, questions about demographic data such as age, gender, education, field of study and work experience have been included at the beginning of the questionnaire. 33 questions about the qualitative characteristics of information have been provided in the Likert scale in the format of the following sub axes: the relevancy of information, honesty in providing information, impartiality, comparability, completeness, and understandability. At the end of the questionnaire, 40 questions about the decision-making and in the format of the following areas were questioned: 1 .Leadership and Strategic Management, 2-Financial Management, 3- Human Resource Management, 4- physical resource management, 5- Presenting Services, 6- justice, 7- Responsiveness. The research's questionnaire is extracted from the analytical model (operational). The questions of the questionnaire were reformed and finalized in several stages under the supervision of specialists and experts in order to ensure the reliability or validity of the questionnaire. Also, the reliability of the questionnaire was tested by using the method of Cronbach's alpha. The results of the test are presented in the table below. Therefore, it can be said that the questions contained in the questionnaire are in line with the objective and subject of the research.

Table 2: investigating the reliability of the items of the questionnaire

Variable	Number of items	Cronbach's alpha values
The relevancy of the information	9	0.81
Honesty in providing information	5	0.79
Impartiality	3	0.79
Comparability	3	0.76
Completeness	5	0.84
Understandable	4	0.82
Timeliness	4	0.80
Managers' Decision-making	40	0.81

The study population of this research included the health sector managers such as deputy director of development, budget and financial managers and financial sphere educators that were 220 people. According to the statistical society that 220 individuals of financial executives of medical science universities were included and due to the limited population size, sampling wasn't done and the whole society were studied through Census method.

Methods for data analysis

After collecting the information and completing the questionnaire, all questionnaires were coded and entered into the software SPSS21. The statistics of frequency, percentage, mean and standard deviation were used in the form of tables and graphs In order to present the descriptive results of the research. Statistical tests of one-sample t-test for determining the components, linear regression to determine the effect of sub components on the main components and Pearson correlation to examine the relationship between the main components were used to analyze the research information.

Research findings

Descriptive statistics of research

The research results in the variable of age range showed that the majority of managers that means 50.5% of them are aged between 40 and 50 years old and only 2.9% were younger than 30. In the gender variable, 90.4% of managers were male and 9.6% were female. In the variable of the managers' field of study, results showed that the majority of managers were accounting managers (39.4 percent). 18.8% were in the field of financial management, 4.8% economy, and 22.6% Medical Sciences and the rest of them were in other fields. In the variable of educational level, 21.2 percent of managers had bachelor's degree, 49.5 percent had a master's degree and the rest had specialized and general PhD degree. The variable of managers' work experience showed that the majority of them had between 16 and 20 years of experience (24%). 1.9% less than 5 years, 12% between 5 and 10 years, 18.3% between 11 and 15 years and the rest had over 20 years of work experience. 26% of managers were in the post of deputy director of development, 28.4% were in the post of financial officer, 25.5% were the budget director, and the rest of them were teachers. In the variable of marital status, 6.3% of managers were single and the rest of them were married.

Inferential statistics of the research

Investigating the qualitative characteristics of new financial information system

The average of 3 was considered as the basis of significance to check the status of qualitative characteristics of information, So that the positive significant difference of this number constitutes the appropriate status of the characteristics. One sample t-test was used to evaluate the test that the test's value was considered 3. The level of significance in all tests was 0.05. The results of Table 2 showed that all the characteristics of the study are in good condition and the obtained averages for the qualitative characteristics of the new financial information systems is significantly greater than 3. Based on the results of the table, among the studied areas, the highest average gained was related to impartiality 4.25 ± 0.56 and the lowest average was related to understandability with 3.78 ± 0.65 .

Table 3: Evaluation of the status of qualitative characteristics of new financial information system

Dimension	Test Value =3						
	average	t	df	Sig	The mean difference	Confidence interval (0.95%)	
						down	up
Relevancy	3.96	26.5	207	P<0.05	0.96	0.89	1.03
Honest expression	4.08	29.39	207	P<0.05	1.08	1.00	1.15
Impartiality	4.25	32.17	207	P<0.05	1.25	1.18	1.33
Completeness	3.92	21.42	207	P<0.05	0.92	0.83	1.00
Comparability	4.14	30.65	207	P<0.05	1.14	1.07	1.21
understandability	3.78	17.34	207	P<0.05	0.78	0.69	0.87
Timeliness	3.93	22.99	207	P<0.05	0.93	0.85	1.01
Qualitative characteristics of information (total)	4.00	32.81	207	P<0.05	1.00	0.94	1.06

In evaluating the factors affecting qualitative characteristics of new financial information system results showed that 7 studied components were significantly affected the qualitative characteristics of new financial information system.

Checking the status of components affecting the improvement of management decision-making

Table 4: Checking the status of components affecting the improvement of management decision-making

Dimension	Test Value =3							
	average	Standard deviation	t	df	Sig	The mean difference	Confidence interval (0.95%)	
							down	up
Leadership and Strategic Management	3.82	0.67	17.64	207	P<0.05	0.82	0.73	0.91
Financial Management	3.95	0.53	25.66	207	P<0.05	0.95	0.88	1.02
Justice	3.57	0.76	10.82	207	P<0.05	0.57	0.46	0.67

responsiveness	4.06	0.63	24.24	207	P<0.05	1.06	0.97	1.15
Provision of services	3.75	0.79	13.64	207	P<0.05	0.75	0.64	0.85
Physical resource management	3.80	0.66	17.37	207	P<0.05	0.8	0.71	0.89
Financing	3.88	0.73	17.37	207	P<0.05	0.88	0.78	0.98
Human resources management	3.10	0.99	1.48	207	P<0.05	0.10	-0.03	0.24
Improve decision-making (total)	3.80	0.54	21.13	207	P<0.05	0.81	0.73	0.88

The results of evaluating the effectiveness of the new financial system in different areas' decision making by the use of linear regression model showed that R² is equal to one and all the components are fully involved in the managers' decision-making. Also, among the components the area of financial management received the greatest impact in decision-making.

Investigating the relationship of the qualitative characteristics of the new financial information systems on improving managers' decision-making

Pearson correlation test results showed that all the components associated with the qualitative characteristics of information have a significant relationship with the management decision making.

Table 5: Investigating the relationship of the qualitative characteristics of the new financial information systems with managers' decision-making

Components	managers' decision-making	
	The correlation coefficient	P value
Relevancy	0.712	P<0.05
Honest expression	0.635	P<0.05
Impartiality	0.539	P<0.05
Completeness	0.551	P<0.05
Comparability	0.539	P<0.05
understandability	0.686	P<0.05
Timeliness	0.557	P<0.05
Qualitative characteristics of information (total)	0.790	P<0.05

In examining the relationship of the spheres of decision-making with the qualitative characteristics of new financial information system, the results showed that all areas associated with decision making are significantly related to qualitative characteristics of new financial information system.

Table 6: investigating the relationship of decision-making spheres with qualitative characteristics of information in new financial system

Components	Qualitative characteristics of information	
	The correlation coefficient	P value
Leadership and Strategic Management	0.706	P<0.05
Financial Management	0.719	P<0.05
Justice	0.663	P<0.05
responsiveness	0.569	P<0.05

Provision of services	0.604	P<0.05
Physical resource management	0.597	P<0.05
Financing	0.658	P<0.05
Human resources management	0.514	P<0.05
Improve decision-making (total)	0.790	P<0.05

Conclusion

All the changes that are done in the organization are in order to meet organizational health and increase the efficiency and effectiveness of the organization and to achieve this goal, the necessary conditions must be provided for the successful implementation of this transformation. In this regard, the structure of an organization is one of the most important factors in the effectiveness or lack of effectiveness of the organization that is affected by factors such as communication, organization size, and complexity of organization, scope of supervision, centralization and decentralization. Therefore, required changes should be applied when the problem is in its structure to improve the efficiency and effectiveness of the organization (19). Another important issue is manpower. Because human resources, as the most strategic and sensitive resource of the organization, is involved in the high or low efficiency and effectiveness of the organization, even more than other factors. So, whenever there is necessary to change the individuals, the level of this necessity should be determined first. Then the desired changes must be applied in that level. These levels include: changes in knowledge, attitude, individual, group and organizational behavior (20). Also, it is necessary to pilot the operational processes in the implementation of the new financial information system in the public sector and an accounting theoretical framework should be prepared and provided as a template for the executives of accrual accounting to facilitate the implementation and creating a better perspectives.

But before the introduction of new financial system in the public sector, any changes in the above variables need to: 1. first, create fundamental changes in top management commitment. This research, as the studies conducted in 2006 (21), shows that the highest levels to the lowest levels of management must pay attention to the issue of time allocation and proceed in accordance with the timing schedule of changes. Moreover, the establishment of a new financial system in the public sector requires new investments in the field of educating accrual accounting technicalities and learning various subjects among public sector managers in order to learn and accept the way of using additional information from the new system. 2. All parts of government should strongly support accrual accounting and encourage its implementation at the macro level In order to ensure the successful adoption of introducing accrual accounting (19) and 3. To move towards a new financial system, environmental challenges should not be underestimated. As originally described, the modern financial system has only been created to increase the responsiveness and measuring the performance of the public sector in controlling the costs. However, it was observed that required authority wasn't given to the public sector; hence, measuring their performance will not be possible. On this basis, the concept of decentralization has been suggested. According to research conducted by Rahmani and Rezaei, The government should delegate the management of assets to its subordinate units and to increase the efficiency of the units it is necessary to give them the permission to buy and sell assets because measuring the functionality of each unit, without sufficient authority, is difficult (22). As a result, controlling and internal auditing of the units should be decentralized. In general, in the discussion of environmental challenges in the field of accrual accounting, it is necessary to reform the financing regulations and revise the methods and rules of reporting the accrual accounting.

Practical suggestions

In order to improve the impact of qualitative characteristics of information on decision-making regarding the management of human, physical and financial resources it is recommended to:

1- Concerning the weakness in the adequate training of manpower in the financial unit, the University of Medical Sciences is recommended that because this system is new and finally, because the issue of changing the basis of adjusted cash accounting to full accrual accounting is followed by the total cost of services, governmental accounting training courses and new method of required costing and training the new financial system and available software should be held continuously and under adequate supervision monitoring its quality, as well as taking exams and thus the impact of the results on employment benefits of accountants in order to create the required ability to accept and implement these changes in them.

2 .In line with the absence of appropriate incentives among senior executives in financial information transparency and accountability, it is suggested to promote and strengthen the culture of requesting answers and consequently the culture of accountability and excite this feeling by giving the necessary information and awareness about the beneficial effects of establishing accrual accounting in management decisions as well as helping the managers responsiveness in defending their performance against regulatory authorities.

3. In line with neutralizing the resistance of human resources, activities should be conducted to collect useful information about the reason of their resistance and justified reasons toward nullifying the resistances through human relations and constructive dialogue, informing them about the positive outcomes of the project and considering them as the members of the committee of accrual accounting.

4. In order to solve the problem of manpower shortage and lack of experienced employees in financial affairs, specialists and experienced employees should be attracted in the recruitment of accrual accounting affairs as well as holding continuous practical training courses to promote the scientific and practical level of older and traditional financial units.

5- In order to introduce and reinforce the determination of senior and middle managers to implement the new financial system, University of Medical Sciences is recommended that holding related training workshops including management accounting and specially the topic of total cost for managers will be effective to familiarize them with the importance and benefits of establishing accrual accounting in the path of management decisions. Also it is recommended to consider obligatory training

courses to orientate them with the Topics and financial rules and financial and trading regulations of the University in the selection and appointment of senior and middle managers.

6. With regard to the relationship between the qualitative characteristics of information and accountability it is suggested to pay more attention to the effective responsiveness culture particularly by managers and financial staff from top to bottom levels and also university authorities in the organizations affiliated to the University of Medical Sciences.

Suggestions for future research

1. Evaluating the obstacles of implementation of new financial system in government agencies affiliated to the Ministry of Health Treatment and Medical Education.
2. Providing a practical model for the implementation of the new financial system in the Ministry of Health and Medical Education
3. Investigating the requirements and standards of implementing the new financial system based of the country's conditions in the Ministry of Health
4. Evaluation of performance-based budgeting at the University of Medical Sciences and providing solutions and implementation of the operational budget
5. A comparative study of modern financial systems in Europe and the US and its compliance with conditions in Iran

Limitations and problems of the research

- Lack of access to the sample size due to their scattering
- Lack of health sector managers' awareness of the financial systems and their characteristics

References

1. Malamyry, Feroz Ahmed, "the relationship between the quality of human resource accounting information and the decision-making of financial reports users ", 2005, CPAs, Number 11, Pages 83-85
2. Vakili Fred, H., Nazari, 2011," Factors effective on the implementation of accrual accounting system in institutions affiliated to the Ministry of Health, Treatment and Medical Education" Journal of health accounting, first, number one, S111-125.
3. Babajany, J., "the accountability and changes in government accounting the topic of statement 34 (GASB)», 2003, Journal of Humanities and Social Sciences, Issue VIII, pp. 61-35.
4. Babajani J, the role of the accounting basis and the approach of measurement in accounting and financial reporting in the public sector, 2010, Journal of Knowledge audit, a new era, Issue 2, Autumn 89.
5. Noravesh, I. (1998). "Investigating the relationship between the quality of financial reporting and the number of trained accountants in firms listed in the Tehran Stock Exchange » accounting and auditing researches, numbering 25 and 24, pp. 33-8.
6. Alvany, Seyed Mahdi; Khosravi, Mahbobeh. (2005), "the role of management information systems (MIS) in the decision-making", Journal of Management Studies, Issue 47
7. Dft, Rychardal (2006). Theory and design of the organization. The third volume, translated by Ali Parsaeian and Seyed Mohammad Arabi, Tehran: Cultural Research Bureau
8. Etemadi, Hussein, Ellahi, Shaban Hassan Aghai, K., "investigating the Impact of Information Technology on the qualitative characteristics of information", 2006, Review of Accounting and Auditing No. 43 - spring 2006 - pp. 24-3