

LITERATURE ANALYSIS: EVALUATION OF THE IMPLEMENTATION OF THE VILLAGE FINANCIAL SYSTEM (SISKEUDES) ON VILLAGE FINANCIAL MANAGEMENT

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Abstract

The implementation of the Village Financial System (SISKEUDES) has become a pivotal step in enhancing the efficiency, transparency, and accountability of village financial management in Indonesia. This study aims to analyze the impact of SISKEUDES implementation on financial management practices while identifying the technical and policy challenges that arise during its application. Employing a literature review approach, the research examines previous studies and recent publications focusing on efficiency, transparency, accountability, and operational constraints associated with the system. The findings indicate that SISKEUDES has significantly improved the overall quality of village financial management by promoting better reporting accuracy and timeliness. Nevertheless, technical issues such as system errors and data input difficulties continue to pose challenges that require sustained attention. The study underscores the importance of continuous evaluation and system improvement to optimize performance. This research contributes to a deeper understanding of the dynamics of local governance reform, emphasizing both the potential and limitations of SISKEUDES, and provides valuable insights for policymakers and stakeholders aiming to strengthen financial accountability at the village level.

Keywords: Accountability; Efficiency; Implementation; Transparency; Village Financial Management System.

INTRODUCTION

Development at the village level requires a strong foundation in financial management that upholds the principles of transparency and accountability (Saputra et al., 2019). This reality highlights the need for a system that can facilitate better financial administration at the local level. In the Indonesian context, efforts to strengthen village financial management have become a national priority, as reflected in the implementation of the Village Financial System (SISKEUDES) as a strategic step toward achieving these goals. Since its introduction, SISKEUDES has marked a significant shift in the paradigm of village financial management. The focus has expanded beyond routine administration to include the enhancement of transparency, accountability, and community participation in managing village funds. However, a fundamental question arises regarding the extent to which SISKEUDES has achieved these objectives and its overall impact on village financial management.

Previous studies, such as those by Asih & Adiputra, (2022), indicate that SISKEUDES plays a crucial role in improving the quality of village financial accountability, as reflected in the accuracy of financial reports and the compliance of village officials in using the system appropriately. Similarly, Loupatty, (2022) found that effective use of SISKEUDES enables villages to complete financial management processes on time, thereby promoting transparency, accountability, and participation. Nonetheless, these studies were limited to specific regions, motivating this research to analyze multiple perspectives from various studies related to the implementation of SISKEUDES and its impact on village financial management. Accordingly, this article not only evaluates the quality and effectiveness of SISKEUDES in village financial management but also contributes to a broader understanding of the complex dynamics underlying the implementation of local development policies. Based on five selected literature sources, the findings of this study demonstrate that the implementation of SISKEUDES has positively influenced village financial management by improving efficiency, transparency, and accountability. Despite persistent technical challenges in system operation, continuous improvement efforts are being undertaken to address

these issues. With ongoing evaluation and refinement, SISKEUDES is expected to remain an effective tool in enhancing village welfare through better financial management. The implementation of SISKEUDES increases efficiency, transparency, and accountability in managing village finances. These findings provide positive implications for village governments and communities in improving welfare and public service delivery. However, the study's limitations include the descriptive nature of the data and a narrow research focus, suggesting the need for further studies to develop a more holistic understanding. The remainder of this article is structured into four sections: Section 2 presents the literature review, Section 3 outlines the research methodology, Section 4 discusses the research findings, and Section 5 concludes with implications, limitations, and suggestions for future research.

LITERATURE REVIEW

a. Village Financial System (SISKEUDES)

The Village Financial System (SISKEUDES) is an application developed by the Financial and Development Supervisory Agency (BPKP) with the aim of improving the quality of financial management at the village level (Watulingas *et al.*, 2019). SISKEUDES automatically generates various required reports, reduces the time and costs needed, minimizes the risk of fraud and error, and assists in data collection processes (Rivan & Maksum, 2019). Therefore, the implementation of SISKEUDES is expected to assist village governments in managing revenue sources more effectively.

b. Management Financial Village

Village financial management involves a series of stages, including planning, execution, recording, reporting, and financial accountability. It serves as a key element in enhancing the performance of village governments (Sunarti *et al.*, 2018). The process of village financial management occurs within one fiscal year, starting from January 1 to December 31 (Kementrian Dalam Negeri, n.d.). Thus, a comprehensive understanding and proper implementation of village financial management can make a significant contribution to achieving development goals and improving community welfare at the village level.

c. Stakeholder Theory

The stakeholder concept highlights the interactions among various groups or individuals who can influence, or be influenced by, the achievement of an organization's goals. In this context, the success of an organization can also affect the interests of involved parties (Freeman & Reed, 1983). Stakeholders have the right to access information regarding organizational activities that may affect their decisions, even if they do not utilize such information or actively contribute to organizational continuity (Deegan, 2004). Therefore, in the context of village financial management, recognizing stakeholder interests is essential to ensure transparency, accountability, and participation in decision-making, thereby supporting inclusive and sustainable development within rural communities.

d. Agency Theory

Agency Theory explains the relationship in which a principal relies on an agent to perform certain tasks or services on their behalf. Conflicts of interest and information asymmetry between the two parties create agency costs, which include the resources required to ensure that the agent acts in alignment with the principal's objectives (Jensen & Meckling, 1976). To address these challenges, efficient incentive and monitoring mechanisms are needed to reduce agency costs and ensure that the agent's actions align with the principal's interests (Eisenhardt, 1989). In this context, the principal (society and central government) and the agent (village government) interact within a system of control, monitoring, and incentives influenced by the dynamics of their relationship.

e. Research Argumentation

Village financial management requires transparency, accountability, and efficiency in budget implementation (Ghozali & Hari, 2018; Iznillah *et al.*, 2018; Mudhofar *et al.*, 2022). The Village Financial System (SISKEUDES) is expected to fulfill these needs through an integrated recording and reporting mechanism in accordance with regulations (Siregar *et al.*, 2025). Previous studies indicate that SISKEUDES offers benefits such as accelerating report preparation and improving financial transparency at the village level (Arianto & Gunawan, 2024; Siregar *et al.*, 2025; Supyan & Triani, 2025). However, other research has found challenges, including limited human resources and inadequate infrastructure to operate the system effectively (Lestari & Yudiantara, 2025; Wahyudi & Harahap, 2023). These findings reveal a research gap. On one hand, SISKEUDES has the potential to enhance efficiency and effectiveness in village financial management; on the other hand, technical barriers may hinder the expected benefits. Therefore, this study aims to systematically examine the strengths and weaknesses of SISKEUDES implementation. The study

seeks to provide a comprehensive overview of how SISKEUDES contributes to efficiency and effectiveness in managing village finances while identifying the persistent challenges faced in practice.

Based on this argumentation, the research focuses on the following research questions:

RQ1: Can SISKEUDES improve the efficiency and effectiveness of village financial management?

RQ2: What are the strengths and weaknesses faced by villages in utilizing the SISKEUDES application?

METHOD

The research method used in this study is a qualitative method, which is carried out through a systematic literature review. This study was conducted with the aim of identifying, reviewing, evaluating, and understanding all studies that have been conducted within the domain of the interesting topic, focusing on relevant research questions (Triandini et al., 2019). Therefore, the stages carried out in this study consist of problem identification, literature search, selection of literature search results, and analysis of literature search results. Which can be illustrated as follows:

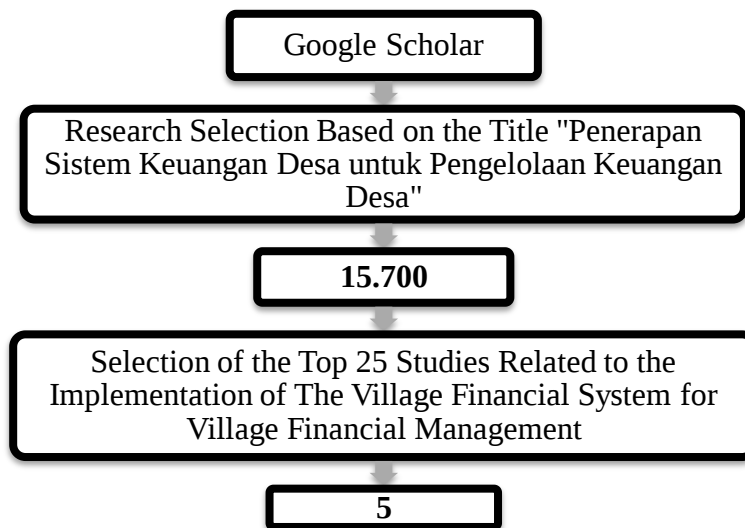


Image 1. Stages of Literature Search and Selection

RESULTS AND DISCUSSION

Result

The results of the analysis from several previous studies discussing the implementation of SISKEUDES in village financial management as material for the literature review are presented in Table 1:

Journal Code	Author (Year)	Title		Result
P1.	Surianto Ilham & Kadek Evi Lusiani, 2022)	Analisis Aplikasi Keuangan (Siskeudes) Pengelolaan Desa Pada Kabupaten Kolaka	Penerapan Sistem Keuangan Dalam Keuangan	The results of this study show that, in practice, Kukutio Village has followed the stages regulated in the Regulation of the Minister of Home Affairs (Permendagri) Number 20 of 2018. This can be seen from the compliance of the Kukutio Village government with the regulation, where the implementation of village financial management cannot be carried out before village funds are disbursed. Therefore, all financial-related activities can only be conducted once the village funds are released. Likewise, for the other three stages—planning, administration, and

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| P2. | Alqi Faizah & Retnosari (2022) | Analisis Aplikasi Keuangan (Siskeudes) Pengelolaan Keuangan Di Desa Banyudono Kecamatan Dukun | Penerapan Sistem Desa dalam Banyudono | <p>reporting—Kukutio Village implemented the Siskeudes application version 2.0 in 2020 in accordance with Permendagri Number 20 of 2018.</p> <p>This study shows that the implementation of the Village Financial System (SISKEUDES) application in Banyudono Village, Dukun District, has been running effectively and efficiently in assisting the Banyudono Village Government in managing village finances. The financial management procedures carried out include the stages of planning, implementation, administration, and reporting/accountability. However, in its operation, there are still some obstacles that do not have a significant impact, such as system errors that occur during use, which hinder the data entry process. In the context of village governance, the village financial system has an important influence, where good village financial management will create optimal accountability and transparency.</p> |
| P3. | Linda Grace Loupatty (2022) | Evaluasi Sistem Keuangan (SISKEUDES) Pengelolaan Keuangan Desa/Negeri di Kota Ambon | Penerapan Sistem Dalam Keuangan di Kota Ambon | <p>This study shows that the implementation of SISKEUDES in 30 villages/sub-districts in Ambon City has been running well. Village financial management operates in accordance with established procedures and regulations. About 25 villages/sub-districts have implemented the village financial management procedures in an orderly and budget-disciplined manner, while the remaining 5 villages/sub-districts are still in the process of improving their financial management practices.</p> |

In general, the implementation of SISKEUDES in these 30 villages/sub-districts in Ambon City has had a very positive impact, enhancing the performance of village financial management. It has been proven that 25 villages/sub-districts have successfully implemented the SISKEUDES application, although there are still several aspects that need improvement. The implementation of SISKEUDES has helped village officials prepare timely and accountable financial reports, making the process of village financial management more transparent, accountable, participatory, and disciplined. The

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| P4. | Jehan M. Malahika, Herman Karamoy, Rudy J. Pusung., (2018) | Penerapan Sistem Keuangan Desa (SISKEUDES) Pada Organisasi Pemerintahan Desa (Studi Kasus di Desa Suwaan Kecamatan Kalawat Kabupaten Minahasa Utara) | <p>SISKEUDES application assists village officials in managing village finances from the planning, implementation, administration, and reporting stages. This application is considered user-friendly and has adapted to the evolving principles of village financial accounting.</p> <p>This study shows that the implementation of the Village Financial System (SISKEUDES) in Suwaan Village, Kalawat District, North Minahasa Regency has been running well. This research used a qualitative approach, utilizing primary data obtained through interviews and secondary data. The informants in this study were the village head, village secretary, and head of village governance affairs.</p> <p>The results indicate that: (1) The implementation of the Village Financial System in Suwaan Village has been carried out properly; (2) The SISKEUDES procedures are conducted through four stages—Planning, Implementation, Administration, and Reporting; and (3) The Village Financial System has had a positive influence on the performance of each employee. Therefore, the Village Financial System plays an important role in village governance, directly impacting the performance of village officials. This aligns with the main objective of implementing the Village Financial System, which is to assist village staff in performing their duties effectively.</p> |
| P5. | Fandi Zulfian Zebua, Ayler B. Ndraha & Yasminar Telaumbanua (2022) | Evaluasi Implementasi Sistem Keuangan Desa (SISKEUDES) di Desa Orahili Tumori | <p>The study shows that the Regional Government of Pati Regency plays an active role as the main actor in evaluating the implementation of the SISKEUDES (Village Financial System) application. The Orahili Tumori Village Government is also committed to strengthening the village through transparent, accountable, and rule-compliant financial management. Communication regarding the implementation of SISKEUDES in Pati Regency has been successful and aligns with existing laws and regulations, as evidenced by technical guidance provided at the regency and sub-district levels.</p> |

In terms of material resources, the implementation of SISKEUDES in Orahili

Tumori Village has been quite optimal. The village has provided a large-capacity server for storing financial data and has recruited new village officials since 2018 who possess expertise in information technology and village finance. This step ensures that village financial management can be carried out by competent personnel.

Sumber : Processed Data(2024)

The findings summarized in Table 1 address the research questions (RQs) formulated in this study.

For RQ 1, which explores the impact of the SISKEUDES implementation on village financial management, the results from several studies reveal that the system has significantly improved the efficiency and effectiveness of financial governance at the village level. According to Ilham & Lusiani, (2022) in Kukutio Village, Kolaka Regency, and Faizah, (2022) in Banyudono Village, Dukun District, the use of SISKEUDES has facilitated better financial management by providing a more structured and transparent process for planning, implementation, administration, and reporting. The system ensures that financial activities comply with existing regulations and reduce potential errors in manual bookkeeping.

Furthermore, Loupatty, (2022) in Ambon City found that SISKEUDES contributes to strengthening transparency, accountability, and community participation in village financial management. These findings indicate that the adoption of digital-based financial systems in local governance promotes not only administrative efficiency but also good governance principles. Thus, it can be concluded that the implementation of SISKEUDES has yielded positive outcomes in improving both the operational and governance aspects of village financial management.

Regarding RQ 2, the findings demonstrate that the implementation of SISKEUDES presents both advantages and challenges for the villages that utilize it. The advantages include enhanced transparency, accountability, and participation, as well as greater efficiency and effectiveness in the administration of financial processes, as highlighted in Loupatty, (2022) study in Ambon City. On the other hand, several technical obstacles have been reported, such as system errors that interrupt the data entry process, as noted by Faizah, (2022) in Banyudono Village. Despite these issues, continuous improvement efforts have been undertaken to optimize system performance and usability. This is supported by the findings of Zebua et al., (2022) in Orahili Tumori Village, who noted ongoing adjustments and training initiatives aimed at enhancing the use of the SISKEUDES application.

Discussion

The results of this study reinforce the notion that the SISKEUDES system plays a vital role in improving local governance through more transparent, accountable, and efficient financial management. The evidence suggests that the integration of technology in public financial administration helps mitigate human error, facilitates compliance with regulatory standards, and supports the principle of financial integrity in village governance. Nevertheless, the persistence of technical constraints highlights the need for sustained capacity-building initiatives and infrastructure improvements. The findings by Faizah, (2022) emphasize that system reliability and user competence remain determining factors in the successful implementation of SISKEUDES. This implies that further investment in training programs and system maintenance is essential to ensure its long-term effectiveness.

The continuous improvement efforts observed in Zebua et al., (2022) demonstrate a positive institutional response toward addressing these challenges. This aligns with the principles of adaptive governance, where iterative feedback and refinement processes are crucial to achieving sustainable outcomes. Therefore, while SISKEUDES has proven effective in promoting good financial governance, its optimal utilization requires ongoing technical support, regular evaluation, and user engagement. In conclusion, the findings collectively indicate that SISKEUDES contributes significantly to enhancing efficiency, transparency, and accountability in village financial management. Despite the presence of technical challenges, the commitment to continuous improvement ensures that SISKEUDES remains a strategic tool for advancing good governance and improving the welfare of rural communities through better financial administration.

CONCLUSION

The implementation of the Village Financial System (SISKEUDES) has brought a positive impact on village financial management by enhancing efficiency, transparency, and accountability. The findings indicate that

SISKEUDES has assisted village governments in managing their finances more effectively and efficiently, in accordance with the stages of planning, implementation, administration, and reporting as regulated by existing laws and policies. The results of this study provide positive implications for both village governments and local communities in improving welfare and public service delivery. The implementation of SISKEUDES can serve as an effective tool for strengthening village financial management, offering greater transparency, increasing accountability, and promoting community participation in financial decision-making processes at the village level.

Despite these valuable insights, several limitations of this study should be acknowledged. First, the data used are descriptive and derived from previous studies, which limits the depth of understanding regarding the local context of each village. Second, the research focuses primarily on the positive and negative impacts of SISKEUDES implementation, without fully considering external factors that may also influence the effectiveness of village financial management. Therefore, future research employing a more holistic approach and utilizing richer primary data is recommended to provide a more comprehensive understanding of the implementation of SISKEUDES and its broader impact on village financial governance.

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