



Evaluating the effectiveness of the implementation of the regional financial management information system in public sector institutions

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ABSTRACT

Background: The Regional Financial Management Information System (SIPKD) is a government-developed platform designed to integrate budgeting, financial administration, and accounting processes within local governments. As digital governance becomes increasingly important in public financial management, evaluating the effectiveness of SIPKD implementation is essential to ensure transparency, accountability, and reporting quality at the regional level. **Methods:** This study employs a qualitative case study approach at the Regional Financial and Asset Management Agency (BPKAD) of Garut Regency. Data were collected through semi-structured interviews, direct observations, and document analysis to assess system functionality, user experience, and its contribution to financial reporting performance. **Findings:** The results show that SIPKD has improved data integration, enhanced the accuracy of financial reports, and enabled real-time monitoring of regional financial activities. Users generally perceive the system as accessible and beneficial in supporting daily administrative tasks. However, several challenges remain, including limited human resource competence, unstable network infrastructure, server capacity constraints, and data inconsistencies resulting from human error. **Conclusion:** Overall, SIPKD demonstrates substantial potential to strengthen financial transparency, promote evidence-based decision-making, and improve regional financial accountability. Addressing technical and capacity-related challenges is crucial to maximizing system performance and sustainability. **Novelty/Originality of this article:** This study provides an in-depth empirical examination of SIPKD implementation within a local government context, offering practical insights into system optimization and institutional capacity building to enhance digital financial governance.

KEYWORDS: BPKAD Garut; effectiveness; financial management; information systems; regional government; SIPKD.

1. Introduction

Digital transformation in the public sector has become an unavoidable necessity in modern governance systems. Governments are increasingly expected to provide transparent, efficient, and accountable public services through the utilization of information technology. According to Carter & Bélanger (2005), the adoption of e-government systems contributes to institutional trust and improves public sector performance through more transparent service delivery. SIPKD represents one of Indonesia's strategic efforts to modernize regional financial administration and ensure compliance with national governance standards.

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The implementation of digital financial systems also supports the principles of good governance, particularly transparency, accountability, efficiency, and participation. Through integrated databases and automated reporting mechanisms, government institutions can minimize manual errors and improve the reliability of financial information. Furthermore, integrated systems facilitate monitoring and evaluation processes by enabling real-time access to financial data.

This expanded introduction further elaborates the conceptual positioning of SIPKD within the broader paradigm of digital governance reform. Contemporary public administration theory emphasizes that digital systems are not neutral tools; they restructure authority, information flow, and accountability mechanisms (Dunleavy et al., 2006; Fountain, 2001). In decentralized fiscal systems such as Indonesia, local governments manage substantial public resources, making integrated financial information systems strategic instruments for ensuring fiscal discipline and strengthening public trust (World Bank, 2019). Furthermore, organizational readiness factors such as leadership commitment, regulatory clarity, and staff competence significantly influence the success of digital governance implementation (Heeks, 2006; Venkatesh et al., 2003). Furthermore, digital transformation demands organizational readiness. Leadership commitment, regulatory clarity, and staff competence collectively determine system success. By grounding this study within established theoretical models, the analysis provides a structured lens for interpreting empirical findings.

The rapid advancement of digital technologies has transformed public sector governance, prompting local governments to adopt information systems that enhance transparency, accountability, and administrative efficiency. In Indonesia, these reforms are particularly relevant in regional financial management, where the complexity of budget cycles and the high demand for public accountability necessitate reliable digital tools. One of the key instruments introduced to address these challenges is the *Sistem Informasi Pengelolaan Keuangan Daerah* (SIPKD), a centralized financial management information system designed to integrate budgeting, financial administration, and accounting processes within local government entities. SIPKD has been widely promoted as an essential mechanism for strengthening the quality of financial reporting and improving government performance at the regional level (Asih et al., 2024; Teken & Romarina, 2024).

The implementation of SIPKD aligns closely with the national agenda of improving good governance practices. Transparency and accountability are crucial pillars in public financial management, enabling stakeholders to access accurate information and monitor the utilization of public resources. Prior studies highlight those digital systems significantly reduce manual errors, streamline procedures, and provide real-time access to financial data, thereby supporting more reliable decision-making (Fauziyah & Handayani, 2017; Jubaedah, 2011). SIPKD is therefore positioned not only as a technical tool but also as a governance instrument that strengthens institutional integrity and enhances public trust.

The Indonesian regulatory framework further reinforces the importance of effective regional financial management systems. Law (*Undang-Undang*) No. 17 of 2003 on State Finance, Law No. 33 of 2004 on Fiscal Balance, Law No. 23 of 2014 on Regional Government, and Government Regulation (*Peraturan Pemerintah*) No. 58 of 2005 establish comprehensive guidelines to ensure that regional financial processes are transparent, efficient, and accountable. More specifically, Minister of Home Affairs Regulation (*Peraturan Menteri Dalam Negeri*) No. 70 of 2019 defines the operational foundation of SIPKD, emphasizing the need for integrated financial planning, execution, and reporting. These legal mandates underscore the expectation that local governments adopt modern digital systems to meet national standards of public financial governance.

Despite strong regulatory support and clear potential benefits, SIPKD implementation across Indonesia has not been uniformly successful. Multiple studies document persistent challenges including network instability, inadequate server capacity, limited digital literacy among government employees, and resistance to organizational change (Vitriana & Ahyaruddin, 2022; Arta et al., 2024). These challenges often reduce system effectiveness, undermine data integration, and delay financial reporting processes. As noted in qualitative

findings across various regions, system operators frequently struggle with the technical demands of SIPKD, leading to data inconsistencies and incomplete reporting (Khusnul et al., 2024). These issues are not unique to Indonesia but are commonly associated with public sector information systems in developing countries, where infrastructure and human resource constraints significantly influence system performance (Schuppan, 2009).

To understand the effectiveness of such systems, scholars often refer to established theoretical frameworks. The DeLone & McLean Information Systems Success Model (2003) identifies system quality, information quality, service quality, use, user satisfaction, and net benefits as key determinants of information system success. This model is particularly relevant to SIPKD, which aims to deliver high-quality, timely, and accurate financial information to local government users. Improvements in system reliability, integration, and usability are expected to directly enhance user satisfaction and organizational performance. In parallel, the Technology Acceptance Model (TAM) by Davis (1989) explains how perceived usefulness and perceived ease of use shape users' willingness to adopt new technologies. These constructs are essential for understanding user behavior in local government settings, where technology adoption often depends on operator familiarity, perceived workload, and clarity of system functions.

In the context of regional financial management, the literature consistently emphasizes the importance of human resource competence, infrastructure readiness, and organizational commitment as determinants of system effectiveness. Studies show that even the most sophisticated systems fail to generate meaningful benefits when users lack adequate training or when supporting infrastructure is insufficient (Hartono, 2013). Moreover, the sustainability of digital systems requires ongoing monitoring, training, and maintenance, all of which depend on institutional support and clear governance structures. SIPKD adoption in several regions has demonstrated that successful implementation is closely tied to leadership commitment, technical assistance availability, and continuous capacity building (Panji, 2024).

Although prior research provides valuable insights into SIPKD adoption, a notable research gap remains: limited qualitative, in-depth case studies exploring how SIPKD functions within specific regional contexts. Much of the existing literature focuses on quantitative assessments of financial reporting quality or organizational readiness, with fewer studies examining user experiences, operational challenges, and real-time system performance (Bannister & Connolly, 2012; Gil-Garcia, 2012; Cordella & Tempini, 2015). Understanding these qualitative dimensions is essential for capturing the complexities of SIPKD implementation, especially in regions with diverse resource capacities and administrative conditions.

The case of BPKAD Garut Regency represents an important empirical setting for addressing this gap. Garut was among the early adopters of SIPKD, beginning implementation in 2010, yet still faces ongoing technical and organizational challenges. Interview-based evidence from system operators in Garut highlights key issues such as unstable internet connections, server limitations, and data anomalies caused by human error—factors that are rarely visible in quantitative studies. For instance, the statement “Before using SIPKD, data between budgeting, administration, and accounting were not connected” (Interviewee, 2024) illustrates the transformative role of SIPKD in integrating previously fragmented financial processes. However, the same informant also notes persistent operational hurdles, emphasizing the need for comprehensive evaluation and continuous improvement.

Given the increasing reliance on digital systems for public sector accountability, evaluating SIPKD's real-world performance is both timely and critical. This study therefore aims to analyze the effectiveness of SIPKD implementation at BPKAD Garut Regency by examining system integration, user experience, challenges, and opportunities for improvement. By synthesizing theoretical perspectives with empirical insights from interviews and document analysis, this study contributes to a more comprehensive understanding of SIPKD's role in strengthening regional financial management. The findings are expected to inform policymakers, system developers, and local government

practitioners seeking to optimize the use of financial information systems in support of good governance.

2. Methods

To strengthen the validity of the findings, this study also applies data triangulation by comparing interview results with direct observations and institutional documentation. Braun & Clarke (2006) explain that thematic analysis enables researchers to systematically identify recurring patterns within qualitative data, thereby producing more comprehensive interpretations. The qualitative case study approach further allows researchers to capture contextual realities that are often overlooked in quantitative studies. By focusing on BPKAD Garut Regency, this study provides an in-depth understanding of how SIPKD operates within a real institutional environment.

2.1 Research design and approach

This study adopts a qualitative case study approach to examine the effectiveness of the Regional Financial Management Information System (SIPKD) implemented at the Regional Financial and Asset Management Agency (BPKAD) of Garut Regency. A qualitative design is appropriate because this research seeks to understand user experiences, perceptions, challenges, and contextual factors influencing SIPKD implementation—elements that cannot be fully captured through quantitative measurement alone. As argued by Sugiyono (2017), qualitative research focuses on natural settings, emphasizes meaning, and positions the researcher as the primary instrument for data collection and interpretation. A case study design was selected to enable an in-depth exploration of SIPKD within a real-life organizational context. This approach allows researchers to investigate a phenomenon holistically while considering institutional processes, human interactions, and environmental conditions that shape system implementation.

2.2 Research setting

The study was conducted at the Regional Financial and Asset Management Agency (BPKAD) of Garut Regency, the official institution responsible for managing local government finances. BPKAD was selected because it has used SIPKD for more than a decade, with its initial adoption beginning in 2010; moreover, it represents a large and complex financial organization within a regional government; and additionally, its staff members are directly involved in budgeting, treasury operations, and financial reporting. Therefore, this setting provides rich insights into the practical challenges and opportunities associated with SIPKD implementation.

2.3 Participants and sampling technique

Participant selection followed purposive sampling, focusing on individuals with direct experience using SIPKD. The key informant interviewed in this study (Ahmad Munandar—Interviewee) is a senior staff member at BPKAD Garut Regency, a male operator aged 37 years, holding a bachelor's degree in computer science and having 16 years of service. Although the documented interview features one key informant, his experience spans budgeting, treasury, and accounting processes, providing comprehensive insights into SIPKD's integrated functions. Additional perspectives were obtained through observation and document analysis to ensure data triangulation.

2.4 Data collection methods

Three primary data collection methods were employed, namely semi-structured interviews, observations, and document analysis. Interviews were conducted to obtain

detailed insights into user perceptions, challenges, and system effectiveness, covering aspects such as system usage duration, accessibility, perceived usefulness, comparisons before and after SIPKD implementation, technical challenges, and expectations for future development. Example statements include: “Before using SIPKD, data between budgeting, administration, and accounting were not connected” and “Internet connection disruptions and qualified server specifications are still challenges.” In addition, observations were carried out to examine SIPKD interface navigation, workflow processes, user interactions, and real-time technical issues such as system delays or downtime. Furthermore, document analysis was undertaken by reviewing SIPKD user manuals, internal financial reports, system-generated documents, evaluation reports, standard operating procedures (SOPs), and planning documents related to regional finance.

2.5 Data analysis and validity

Methodologically, the study enhances credibility through triangulation. Interview data were cross-validated with document analysis and observation to ensure internal consistency. Thematic coding enabled identification of patterns related to infrastructure constraints, system usability, and human resource capacity. Analytical rigor was strengthened by aligning empirical findings with established information system frameworks, ensuring that conclusions are not merely descriptive but also theoretically grounded.

2.6 Research location

Garut Regency is located in West Java Province, Indonesia, and represents a developing regional administrative area with a relatively complex financial management structure. The selection of this location is relevant to the objectives of the study, as it reflects the implementation of SIPKD in a real-world governmental setting where financial accountability, transparency, and efficiency are critical. As one of the early adopters of SIPKD in the region, BPKAD Garut Regency provides a valuable context for examining how financial information systems operate within local government institutions, particularly in terms of system integration, user adaptation, and infrastructure readiness.

3. Results and Discussion

Extended results indicate that SIPKD improves inter-departmental coordination by centralizing financial data. Automated consolidation reduces reconciliation errors and enhances compliance during audit processes. However, peak-period congestion reveals infrastructure scalability challenges. Human resource competence significantly influences system reliability. Structured training and validation mechanisms are necessary to prevent error propagation across modules. Additionally, system dashboards foster data-driven decision-making culture within the agency.

This section presents the empirical findings derived from interviews, observations, and document analysis conducted at the Regional Financial and Asset Management Agency (BPKAD) of Garut Regency. The results highlight how SIPKD operates in practice, how users perceive its usefulness and ease of use, and what challenges persist in its implementation. The findings are structured into themes aligned with SIPKD’s operational areas and information system success factors.

3.1 The implementation of the regional financial management information system

Another important finding relates to the impact of SIPKD on administrative coordination within BPKAD Garut Regency. Before the implementation of SIPKD, communication between budgeting, treasury, and accounting divisions was often fragmented because each unit relied on separate documentation systems. After the

integration of SIPKD, coordination became more systematic because all divisions accessed the same centralized database. The study also demonstrates that SIPKD contributes to a more disciplined administrative culture. Because all financial transactions must follow system procedures and authorization mechanisms, employees are encouraged to comply with standardized workflows. This condition strengthens internal control and minimizes the risk of undocumented financial activities.

This study evaluates the implementation of the regional financial management information system SIPKD at BPKAD Garut Regency, with the aim of assessing its impact on the quality of regional financial reports. The results show that the system has been well received by most stakeholders, although challenges in terms of understanding and adaptation to new technology still exist. The system was designed to replace manual methods in local financial management, which were previously considered slow, error-prone and less transparent. By using SIPKD, financial management becomes more efficient, structured, and based on accountable data (Khusnul et al., 2024; Pina et al., 2010).

The Regional Financial Management Information System (SIPKD) is an application used by local governments in order to increase the effectiveness of the implementation of various regulations in the field of regional financial management by referring to the principles of efficiency, economy, effectiveness, transparency, accountability and auditability (Darmayani., et al, 2014). The implementation of SIPKD in Garut Regency began in fiscal 2010, preparation for implementation was carried out in October 2009, gradually starting from the budget module, and in 2011 the administration process began to use SIPKD, for accounting it was still parallel with other applications. Then in fiscal year 2016 the accounting and reporting process began using SIPKD.

SIPKD can increase the transparency and accountability of regional financial management at BPKAD Garut Regency, make it easier to obtain the necessary data and in the implementation of the Regional Revenue and Expenditure Budget / *Anggaran Pendapatan dan Belanja Daerah* (APBD) with SIPKD is more organized in its bookkeeping and reporting. As for the obstacles to the successful implementation of SIPKD at BPKAD Garut Regency: supporting factors are the availability of IT and network infrastructure such as capable server devices and sufficient internet connections because the SIPKD application is WEB-based, then the support of the commitment of policy makers to continue to oversee implementation, then human resources input operators who have sufficient skills in using computers. Meanwhile, the inhibiting factor is the lack of human resources who can operate SIPKD.

One of the most significant findings is the improvement in data integration enabled by SIPKD. Before its implementation, financial processes such as budgeting, administration, and accounting were conducted separately, resulting in fragmented information flow and frequent inconsistencies. This condition is clearly expressed by the key informant:

"Before using SIPKD, data between budgeting, administration, and accounting were not connected to each other (partial). After using SIPKD, the data is integrated." (Interviewee, 2024).

This integration is consistent with SIPKD's design as a centralized platform capable of merging all financial data into a unified database. Observations conducted during the research confirm that SIPKD enables seamless cross-departmental coordination, especially when generating reports or checking budget realization. System-generated documents also indicate that SIPKD supports automatic consolidation of financial records, reducing duplication and manual errors. The study also identifies generally positive user perceptions regarding SIPKD's accessibility and ease of use. According to the interviewee: *"In using SIPKD it is considered familiar and easy... 2 years of familiarization, and until now it is still considered easy because it can still accommodate the needs."*

This finding aligns with the perceived ease of use construct in the Technology Acceptance Model (TAM). Although the initial learning curve took around two years, the system eventually became familiar and manageable for operators. Furthermore, SIPKD's

interface, although not visually modern, is considered functional, predictable, and consistent with routine workflows. Observations confirmed that operators navigate through budgeting, administration, and reporting modules with minimal difficulty once trained. The interview suggests high perceived usefulness, with SIPKD improving reporting efficiency, data accessibility, and decision-making:

"Reports are easily accessible."

"...It is very helpful, one of which is faster in obtaining related data and information."

(Interviewee, 2024)

Document analysis further supports this observation. Internal financial reports reveal more timely data consolidation compared to pre-SIPKD practices. SIPKD also supports compliance with government regulations requiring accurate and auditable records. Notably, system-generated reports reduce manual compilation efforts, which previously relied heavily on Microsoft Excel and paper-based documentation. This improvement corresponds with the *net benefits* dimension of the DeLone & McLean IS Success Model.

Observations indicate that SIPKD is used intensively during specific stages of the financial cycle, particularly during budgeting preparation, mid-year budget adjustments, and the closing of fiscal year accounts. These peak periods create heavier system loads, resulting in slower processing times. While operators generally express confidence in navigating the system, they also highlight that workload distribution significantly affects SIPKD's performance. For example, when multiple users attempt to upload or validate financial documents simultaneously, the system occasionally experiences lags. This pattern demonstrates that while SIPKD functions adequately under normal conditions, it remains vulnerable to bottlenecks during high-demand periods. Such fluctuations underscore the importance of adequate server capacity and load-balancing mechanisms.

A key advantage of SIPKD observed during the study is its ability to minimize manual discrepancies and standardize report formats. System-generated outputs, such as budget realization reports, accounting journals, and asset statements, follow the structure required by national regulations. This feature not only simplifies the reporting process but also enhances compliance during audits. Document analysis confirms that reports produced through SIPKD exhibit fewer formatting inconsistencies compared to those generated manually prior to system adoption. However, the improved accuracy is highly dependent on the correctness of initial data entry. Interviewee acknowledged this limitation, noting that: "If the operator inputs wrong data, the system will continue processing it. That is why validation is still crucial."

Further analysis suggests that SIPKD contributes to more specialized roles among financial staff. While manual processes required staff to multitask across budgeting, administration, and accounting, SIPKD allows for clearer delineation of responsibilities. For instance, budgeting staff focus on inputting planning documents, treasury staff handle cash management, and accounting staff oversee journal entries and reporting.

This role differentiation improves workflow efficiency but also introduces new organizational dependencies. Staff members occasionally struggle when cross-module coordination is required. For example, if an entry in the budgeting module is incomplete, the accounting module may be unable to proceed, forcing staff from different units to collaborate more closely than before. This interdependency reinforces the need for strong communication channels and shared understanding of system logic.

While the earlier thematic findings highlight positive perceptions toward ease of use, the extended results reveal that SIPKD's learning curve varies significantly among staff. Operators with strong computer literacy adapt quickly, whereas others require extended familiarization. Interviewee noted that although new users can learn the system relatively quickly, the complete mastery of system features—including reporting functions, validation procedures, and module navigation—still requires consistent practice.

Observations during system usage support this perspective. Operators often rely on internal documentation, trial-and-error, or guidance from more experienced colleagues

when encountering unfamiliar features. This demonstrates the presence of informal knowledge transfer mechanisms, which help sustain system usage but also indicate the need for structured training programs. Another notable finding is the system's role in ensuring that regional financial management aligns with national regulatory requirements. SIPKD incorporates regulatory updates into its templates and workflow logic, which assists users in preparing reports compliant with the Ministry of Home Affairs guidelines. Interviewee explained that SIPKD simplifies compliance.

3.2 Challenges of SIPKD implementation at BPKAD Garut Regency

In addition to technical issues, organizational adaptation remains a major challenge in SIPKD implementation. Employees who were previously accustomed to manual recording systems often experience difficulties when adjusting to digital procedures. According to Schuppan (2009), many developing countries face similar barriers in implementing e-government systems due to limited technological readiness and inadequate training mechanisms. Another challenge concerns the sustainability of system maintenance and technical support. Continuous software updates, server maintenance, and cybersecurity measures require financial commitment and institutional coordination.

The development of information technology and the concept of good governance have become key drivers for governments in developing managerial systems that are effective, efficient, high-quality, and transparent in regional budget planning. To achieve this, governments are encouraged to create various innovations in the form of information systems (Hartono, 2013). During the implementation of the Regional Financial Management Information System (SIPKD) in Garut Regency, several challenges were identified that influenced its overall effectiveness. Despite these challenges, SIPKD has contributed to improved control over financial management processes and administrative procedures in accordance with regional financial regulations. In addition, the system has enhanced time efficiency by eliminating double data entry, thereby accelerating the document preparation process.

However, infrastructure limitations remain a significant concern. Internet instability and inadequate server capacity are frequently reported, as reflected in the statement: "Internet connection disruptions, server specifications must be qualified" (Interviewee, 2024). These issues result in slow system performance and occasional downtime, particularly during peak reporting periods. Furthermore, human error and data anomalies also pose challenges. Interview findings indicate that errors during data entry or incomplete submissions often lead to inconsistencies in the system, as noted in the statement, "Data anomalies due to human error and applications." Observations further confirm that several processes still depend heavily on operator accuracy, allowing errors to propagate across interconnected modules.

In addition, the limited number of skilled operators affects the optimal use of SIPKD. Although trained personnel are capable of operating the system effectively, the availability of competent staff remains insufficient, which is consistent with previous findings (Arta et al., 2024). Maintenance and sustainability issues also play a crucial role in system performance. Periodic server maintenance and continuous training for operators are necessary to ensure the system functions properly. Without regular updates and adequate technical support, system performance may decline over time. Therefore, the sustainability and maintenance of SIPKD at BPKAD Garut Regency require ongoing evaluation, particularly concerning server and network infrastructure as well as capacity building for new operators. Overall, SIPKD implementation has positively influenced decision-making processes at BPKAD Garut Regency, particularly by enabling faster access to relevant data and information.

3.3 Opportunities for SIPKD implementation at BPKAD Garut Regency

The implementation of SIPKD also opens opportunities for broader digital integration within regional government institutions. In the future, SIPKD can be integrated with procurement systems, regional planning systems, and asset management systems to create a unified digital governance ecosystem. Furthermore, SIPKD creates opportunities for improving data-driven policy making. Real-time financial information enables decision makers to monitor budget realization more accurately and evaluate program performance effectively.

Based on the analysis of SIPKD implementation at BPKAD Garut Regency, it has great opportunities to improve the quality of financial reports through HR training and stakeholder support, but is faced with threats such as lack of efficiency in the process of submitting financial reports and increasing demands for transparency (Panji, 2024). Financial statements are the end result of accounting process. As a consequence, the financial statements must present information that is useful for decision making by various interested parties. The financial statements describe the achievement of program and activity performance, progress in achieving revenue targets, realization of expenditure absorption, and realization of financing. Some components of the report are the balance sheet, income statement, statement of changes in capital, cash flow statement, and are complemented by notes to the financial statements, or other additional reports, such as in the annual report and prospectus (Bastian, 2006).

Based on research conducted at BPKAD Garut Regency, there is a performance of regional financial management before and after the implementation of SIPKD in Garut Regency. Of course, it is very different, because before using SIPKD, each field in BPKAD had data that was not integrated with each other; after using SIPKD the data as a whole from budgeting, administration, and reporting is in one database application. Because regional financial management must be in one application cycle.

The findings demonstrate strong alignment with the IS Success Model. First, its relation to system quality. SIPKD's functionality is considered adequate, though infrastructure issues undermine performance. This mirrors findings from Vitriana & Ahyaruddin (2022), who noted that system reliability is dependent on technical capacity in local governments. Second, this finding is in accordance with information quality. Users report improved data integration and faster access to financial information. Internal reports show better consistency post-SIPKD, supporting prior evidence that financial information systems enhance reporting accuracy (Asih et al., 2024). Third, it relates to service quality. Technical support is available but limited. System maintenance depends on central and local IT units, creating occasional delays. Fourth, the findings support user satisfaction concept. Users demonstrate habitual reliance on SIPKD for daily tasks. Positive perceptions of accessibility and usefulness indicate high satisfaction, although frustrations arise during network or server disruptions. Lastly, net benefits include improved accountability, faster reporting cycles, and better decision-making, consistent with previous studies (Teken & Romarina, 2024). Overall, SIPKD implementation reflects partial but meaningful IS success.

Interview data show that perceived usefulness and ease of use significantly influence adoption, according to the insight from Technology Acceptance Model (TAM) proposed by Davis (1989). The system is perceived as helpful for accessing reports and integrating data. Ease of learning after an initial adaptation period supports continued use. These insights reflect Davis (1989), who explains that perceived usefulness is the strongest predictor of technology acceptance. In SIPKD's case, usefulness outweighs usability limitations caused by infrastructure issues.

Furthermore, the findings confirm previous research that human resources play a decisive role in IS effectiveness (Arta et al., 2024). In Garut, Operators with strong computer skills adapt more quickly. Those without training struggle, creating bottlenecks. Meanwhile, agency leadership is supportive, contributing positively to system use. Organizational readiness thus appears moderately strong, but sustained improvement depends on continuous training.

Infrastructure challenges, especially internet instability, mirror issues identified in multiple local government studies (Jubaedah, 2011). SIPKD relies on real-time data processing; therefore, infrastructure constraints limit the system's full potential. This suggests that technical investments must accompany digital transformation initiatives. This consistency strengthens the external validity of the findings while highlighting Garut's unique operational context.

This study contributes by providing a context-rich qualitative perspective on SIPKD implementation, an area that has been largely dominated by quantitative research. Furthermore, this study demonstrates how regulatory compliance, user readiness, and infrastructure interact in influencing system performance. It also offers practical insights for improving regional financial information systems. In conclusion of this extended analysis, the implementation of SIPKD at BPKAD Garut Regency can be understood from a multidimensional governance perspective. Digital transformation in public financial management is not merely a technological adjustment, but also represents a fundamental shift in organizational logic, administrative culture, and institutional accountability mechanisms. The presence of an integrated information system changes how financial data is generated, validated, distributed, interpreted, and audited within regional government institutions.

From an institutional theory standpoint, SIPKD can be interpreted as a response to coercive, normative, and mimetic pressures. Coercive pressures arise from national regulations mandating standardized regional financial management, while mimetic pressures encourage regions to adopt similar digital systems to maintain legitimacy. Normative pressures originate from professional standards in public sector accounting, making SIPKD adoption a reflection of both efficiency considerations and institutional conformity. Organizational change triggered by SIPKD involves structural and behavioral adjustments within the institution. Employees who were accustomed to manual recording systems must adapt to structured input procedures, validation protocols, and system-based approval mechanisms. Over time, this structured environment reduces ambiguity in task execution, although adaptation speed depends heavily on digital literacy levels and leadership encouragement.

The integration of budgeting, treasury, and accounting modules significantly reduces fragmentation in financial workflows. In the past, fragmented systems created information silos that complicated reconciliation processes and increased the risk of discrepancies. With SIPKD, a single database ensures consistency across modules, as data entered during budgeting automatically influences administrative and reporting outputs. Another critical benefit concerns the reinforcement of internal control mechanisms within the organization. SIPKD provides system-generated audit trails that record timestamps, user IDs, and modification histories, thereby strengthening preventive control. In addition, hierarchical authorization features ensure that transactions require layered approval before validation, which enhances governance integrity.

Decision-making quality is also enhanced through real-time data access provided by the system. Regional leaders can monitor budget absorption rates, revenue realization patterns, and expenditure allocations dynamically. This enables timely corrective actions, especially during mid-year budget revisions, and supports evidence-based decision-making. Nevertheless, sustainability challenges must be addressed strategically to ensure long-term effectiveness. Continuous operator training remains essential because introductory training alone is insufficient in the face of system updates and regulatory changes. Therefore, establishing structured internal training modules and peer-learning sessions is necessary to institutionalize knowledge retention.

Infrastructure investment is equally important in supporting system performance. Since SIPKD operates as a web-based application, bandwidth limitations and server constraints can directly affect its functionality. Peak usage periods often generate system slowdowns, making server upgrades and stable internet connectivity critical priorities. Data governance mechanisms also require strengthening to ensure the reliability of system outputs. Although SIPKD automates calculations and report formatting, the accuracy of

outputs still depends on input precision. Developing stricter validation checkpoints and standardized operating procedures will help reduce the probability of data anomalies.

In the broader context of digital governance, SIPKD contributes to institutional modernization. Over time, staff members internalize system-based administrative discipline and become more data-driven and process-oriented. This cultural shift represents a long-term transformation that goes beyond immediate efficiency gains. Interoperability potential offers additional opportunities for system optimization. Integrating SIPKD with procurement, asset management, and planning systems would create a comprehensive digital ecosystem. Such integration would eliminate redundancies and enhance cross-departmental coordination within the organization. Therefore, SIPKD indirectly strengthens transparency, increases stakeholder trust, and improves audit outcomes. Accurate and timely financial statements contribute significantly to public accountability and better governance practices. These improvements demonstrate the broader impact of digital financial systems on institutional performance. However, long-term success depends on several critical factors that must be sustained over time. Strong leadership commitment, transparent and accountable financial management, infrastructure investment, and systematic training are all essential components. Although technical and human resource constraints remain, Garut Regency demonstrates meaningful progress toward integrated and resilient financial governance systems.

4. Conclusions

The findings of this study indicate that the effectiveness of SIPKD implementation depends on the interaction between technology, organizational readiness, infrastructure quality, and human resource competence. Although the system has significantly improved financial integration and reporting efficiency, sustainable implementation requires continuous evaluation and institutional commitment. In a broader governance context, SIPKD demonstrates how digital transformation can strengthen public sector accountability and transparency. Therefore, SIPKD should be viewed not only as a financial management tool but also as a strategic instrument for supporting good governance reform in regional government institutions. The implementation of the Regional Financial Management Information System (SIPKD) at BPKAD Garut Regency demonstrates its significant role in improving regional financial governance. The system successfully integrates budgeting, administration, and accounting processes, resulting in better data consolidation, real-time access to information, and improved accuracy of financial reporting.

Users generally perceive SIPKD as useful and relatively easy to use after an initial adaptation period. The system enhances efficiency in data processing, facilitates faster report generation, and supports decision-making processes. These findings confirm that SIPKD provides tangible benefits in strengthening transparency and accountability in public financial management. However, several challenges remain, particularly related to infrastructure limitations such as unstable internet connectivity and limited server capacity, as well as human resource constraints including limited skilled operators and the risk of data entry errors. These issues indicate that system effectiveness is influenced not only by technology but also by organizational and human factors. Overall, SIPKD can be considered moderately effective and holds strong potential for further optimization. Improving infrastructure, strengthening human resource capacity, and ensuring continuous system maintenance are essential to maximize its long-term performance and sustainability in supporting good governance practices.

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Author Contribution

The authors contributed to the conceptualization of the research, data collection, data analysis, interpretation of results, and the writing and revision of the manuscript.

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Ethical Review Board Statement

Ethical review and approval were waived for this study because it focuses on institutional analysis and does not involve sensitive personal data. All research procedures were conducted in accordance with relevant ethical standards.

Informed Consent Statement

Informed consent was obtained from all participants involved in the interview process.

Data Availability Statement

The data used in this study are derived from interviews, observations, and institutional documents. Due to confidentiality considerations, the data are available from the author upon reasonable request.

Conflicts of Interest

The authors declare no conflict of interest related to this study.

Declaration of Generative AI Use

The authors declares that generative artificial intelligence tools were used only for language editing and improving the clarity of the manuscript. The authors remain fully responsible for the content, analysis, and conclusions presented in this article.

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