International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

# Implementation Of Financial Accountability In Regional Public Companies (Perumda) And Its Implications Using The Systematic Literature Review Method

**Dini Harlini[1], Yessy Rahma Utami[2], Yusnaini[3], Ika Sasti Ferina[4]**

[1] Master of Accounting Science Program, Sriwijaya University, Indonesia
[2,3,4] Department Of Accounting, Sriwijaya University, Indonesia

*Corresponding Author: dini.harlini@gmail.com

**Abstract**

*This study aims to comprehensively analyze the implementation of financial accountability in Perusahaan Umum Daerah (Perumda) Lematang Enim and its implications. Employing a Systematic Literature Review (SLR) method based on PRISMA guidelines, 25 articles published between 2022 and 2026 from OpenAlex sources were analyzed. The selection process began with 378 articles, culminating in 25 final articles after identification, screening, and eligibility assessment stages. The review found that implementing financial accountability significantly enhances financial management transparency, operational efficiency, and the quality of strategic decision-making, while also reducing the potential for corruption. Publication trends show a steady increase in interest, from 3 publications in 2022 to 7 in 2025. Key challenges identified include suboptimal human resource competence, political intervention, IT infrastructure limitations, and resistance to change. Digitally-based accounting information systems, such as SAKD/SAP integration with real-time reporting features, emerged as the most effective reporting mechanism, supported by robust internal control systems. Leadership commitment, HR capacity, transparent organizational culture, and external regulatory support are crucial success factors. This study extends the understanding of legitimacy and agency theories by positioning strong financial accountability practices as a crucial mechanism for building stakeholder trust and achieving Perumda's socio-economic goals. Robust financial accountability implementation is essential for Perumda's operational sustainability and the welfare improvement of the communities it serves.*

**Keywords: Financial accountability, Perumda, SLR, Transparency, Governance.**



Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

## INTRODUCTION

Regional Public Enterprises (Perumda), as a form of Regionally Owned Enterprises (BUMDs), play a vital role in local economic development and the provision of public services in Indonesia. These entities manage significant resources, including public funds, so the demand for financial accountability is becoming increasingly urgent. Financial accountability is not just compliance with regulations, but also reflects transparency and accountability in fund management which ultimately contributes to public trust and operational efficiency. The effective implementation of financial accountability at Perumda ensures that every rupiah invested or spent can be accounted for clearly and transparently. Perumda's image in the eyes of the public and stakeholders is directly influenced by these conditions, determining Perumda's operational sustainability and ability to achieve its social and economic goals. Good corporate governance, especially in the financial aspect, is the main foundation for Perumda to operate sustainably and provide optimal value to the regions and communities it serves.

Various studies have examined financial accountability in the context of the public sector and state-owned or regional enterprises. Initial studies often focus on regulatory and compliance frameworks in financial reporting. Muhammad and Limba (2025) explore the relationship between corporate governance and financial performance in BUMDs, highlighting the importance of strong internal control mechanisms. Other research suggests that financial report transparency can increase stakeholder trust and attract investment (Aldemir & Uysal, 2025). An analysis of accountability practices in public sector entities also includes an evaluation of the effectiveness of accounting information systems in supporting accurate and timely reporting. Syachbrani (2024) discusses the implementation of Government Accounting Standards in local entities and the challenges that come with them, demonstrating the complexity of adopting such standards.

The focus on BUMDs or Perumda specifically reveals diversity in the implementation of financial accountability. Several studies highlight efforts to increase the capacity of human resources and the use of information technology to support a more robust accounting system (Dewi et al., 2024). Local contexts often influence accountability implementation models, given differences in organizational structure and levels of support from local governments. Msindwana and Ngwakwe (2022) evaluate the impact of forensic accounting practices on fraud prevention in public entities, offering an important perspective on integrity aspects. Other studies identify internal factors such as organizational culture and management commitment as determinants of accountability success (Asri et al., 2023). The integration of modern accounting information systems is also a crucial topic, where Dhipayanti and Dewi (2023) examine the effectiveness of these systems in supporting accountable decision-making.


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Significant differences in previous research findings often arise due to variations in Perumda's institutional, regulatory, and internal capacity. Some studies report successful implementation of accountability that improves performance and transparency. Other studies uncover serious constraints such as lack of resources, resistance to change, or asynchronous regulatory complexity (Kurniawati & Mustoffa, 2024; Citra etal., 2026). Comparisons between practices at different Perumda show non-uniform accountability outcomes, where factors such as company size, industry type, and quality of external oversight play an important role. Interpretations of the 'effectiveness' of financial accountability also vary; some researchers emphasize formal compliance, while others highlight the substantive impact on governance and corruption prevention.

Contradictions in findings regarding the impact of accounting information systems on accountability still emerge, with some studies reporting significant improvements and others highlighting challenges of implementation and adoption by users (Rahmawati et al., 2024). The role of external stakeholders, such as auditors and local governments, has also been the subject of debate, where the effectiveness of oversight is often questioned amid capacity limitations and potential conflicts of interest. Variables such as political commitment and the level of community participation in oversight also show diverse influences, creating a complex and not yet fully integrated research landscape.

The complexity and diversity of findings from previous studies indicate the need for a more structured and comprehensive synthesis of knowledge. Perumda Lematang Enim, as a specific entity, faces the challenge of implementing financial accountability that may be similar or different from other Perumda. An in-depth understanding of financial accountability practices at Perumda in general still leaves research gaps. Individual empirical research, while providing valuable insights, is often limited to specific contexts and may not capture a comprehensive picture of widely applicable trends, challenges, and success factors. These gaps require a systematic approach to identify patterns, gaps, and areas that require further investigation.

The lack of a comprehensive review that specifically focuses on the financial accountability of Perumda or BUMD in Indonesia, as well as its implications, is the main motivation for this study. A systematic review of the literature can bring together various perspectives and findings, identify the most relevant implementation models, and uncover consistent drivers and inhibitions across various studies. This research will answer fundamental questions regarding effective financial accountability practices, while also identifying areas that have not been touched by previous research. This approach is expected to provide a solid foundation for the development of more targeted and effective financial accountability implementation policies and strategies at Perumda in the future.

This study aims to conduct a systematic literature review (SLR) to analyze in depth the implementation of financial accountability in Regionally Owned Enterprises (BUMD)


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

or Regional Public Companies (Perumda). The main focus of the research is to identify the trends, models, benefits, impacts, and constraints and challenges that accompany the implementation. The research will also explore the role of accounting information systems, key factors influencing effectiveness, and the role of stakeholders in maintaining transparency and accountability. The SLR approach allows for the systematic identification, evaluation, and synthesis of relevant literature, providing a comprehensive and objective overview of this topic.

This literature review seeks to answer several crucial research questions. First, the research identifies trends and models of financial accountability implementation in Regionally Owned Enterprises (BUMD) or Regional Public Enterprises (Perumda). An understanding of the variations in practices and models adopted in various Perumdas will provide insight into the evolution and adaptation of accountability frameworks. Second, this study will identify the benefits and impacts resulting from the implementation of financial accountability in BUMD/Perumda. This assessment is important to measure the added value of accountability practices, including their impact on organizational performance, public trust, and sustainability.

Third, this study analyzes the main obstacles and challenges in the implementation of financial accountability in BUMD/Perumda. The identification of these obstacles will be the basis for formulating mitigation and improvement strategies in the future.

This research will identify existing research gaps related to the implementation of financial accountability in BUMD/Perumda for future research. The identification of research gaps guides future research agendas, ensuring follow-up research is relevant and addressing unresolved issues. The fifth question focuses on the most effective accounting information systems or reporting mechanisms in supporting the implementation of financial accountability in Perumda. This analysis will highlight technologies and processes that can improve the efficiency and accuracy of financial reporting. The sixth question examines the key factors, both internal and external, that affect the effectiveness and sustainability of financial accountability implementation at Perumda. These factors include the organizational, regulatory, and external environment aspects that shape the accountability landscape.

Finally, this research will analyze the role of various stakeholders, including management, supervisory boards, auditors, and local governments, in ensuring transparent and accountable financial accountability practices at Perumda. An understanding of the interactions and responsibilities of each party will explain the dynamics of governance and supervision. All of these research questions are designed to provide a comprehensive understanding of the complexities of financial accountability implementation at Perumda, providing a solid foundation for the development of policies


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

and best practices in the sector. This research uses the Systematic Literature Review (SLR) method to ensure the objectivity and validity of the findings, with the ultimate goal of producing a theoretical and practical framework that can be applied.

**Method**

The study adopts the Systematic Literature Review (SLR) method based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. The PRISMA guidelines provide a structured framework for reporting systematic reviews, ensuring transparency and replication of results (Rahmawaty et al., 2023). The process includes four main stages: identification, screening, eligibility, and inclusion of articles. The SLR approach allows for a comprehensive, transparent, and replicable review of the literature, ensuring the validity and reliability of findings regarding the implementation of financial accountability. This systematization is important for identifying, evaluating, and synthesizing evidence from a wide range of relevant studies, especially those related to the public sector.

This method also facilitates the identification of research gaps in the area of financial accountability in Regionally Owned Enterprises (BUMDs) or Regional Public Enterprises (Perumda). Financial accountability in the context of the public sector demands clear and accountable reporting on the use of public funds, ensuring public trust and management efficiency (Sandy et al., 2025). Rigorous implementation of SLRs helps identify best practices and common challenges in achieving these accountability across various entities.

Literature search is conducted through OpenAlex, an open scientific index that aggregates metadata from various sources such as Crossref, DOAJ, PubMed, as well as institutional and publisher repositories. OpenAlex is an open research data platform that provides scientific metadata information extensively, facilitating access to global and local publications (Hamzah et al., 2024). The use of OpenAlex provides a wide coverage of global and national scientific publications. Accreditation and journal quality are verified for each relevant article. This verification involves checking the journal's accreditation status on the SINTA journal directory (tiers S1 to S6) and the list of Scopus journals (quartiles Q1 to Q4), with matching based on ISSN.

This verification process ensures that the articles analyzed come from reputable sources and are academically recognized. The quality of accredited journals guarantees rigorous peer-review, thus increasing the credibility and reliability of the research presented in them.

The search strategy is designed using a combination of keywords and Boolean operators to ensure comprehensive coverage and relevance to the topic. The keywords and search strings used are: "financial accountability" AND "implementation" AND


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

("regional public company" OR "local government owned enterprise" OR BUMD); "financial accountability" AND "public sector" AND ("corporate governance" OR "transparency"); "financial accountability" AND "implications" AND ("regional public company" OR "local government owned enterprise"); "financial accountability" AND "performance" AND ("regional public company" OR "local government owned enterprise"); "financial accountability" AND ("challenges" OR "obstacles") AND ("regional public company" OR "BUMD"); "financial accountability" AND ("internal control" OR "financial reporting") AND ("regional public company" OR "BUMD"); "financial accountability" AND ("public trust" OR "stakeholder engagement") AND ("regional public company" OR "BUMD"). The use of these various combinations aims to capture the nuances of financial accountability implementation from a variety of perspectives. Keyword variations help find studies that may use different terminology but address similar concepts, such as good corporate governance and transparency, which are crucial aspects of financial accountability (Sandy et al., 2025).

The articles analyzed in this review are limited to publications in the range of 2022 to 2026. This year's limit ensures a focus on the most up-to-date research and is relevant to the latest developments in the field of public sector financial accountability. The selection of articles is based on strictly defined inclusion and exclusion criteria to maintain the relevance and quality of the study. The selected time frame reflects the latest research on accountability, particularly in the context of new technologies such as AI and digital information systems that have emerged in recent years (Aldemir & Uysal, 2025; Purwono, 2025).

**Table** 1 **Method**

| Criteria | Inclusions | Exclusion |
|---|---|---|
| Publication Time Range | Articles published between 2022-2026. | Articles published before 2022. |
| Document Type | The type of document is in the form of a scientific journal article (peer-reviewed). | Types of documents are in the form of blogs, news, opinions, conference proceedings (not peer-reviewed), books, book chapters, theses, theses, or dissertations. |
| Article Language | The language of the article is English or Bahasa Indonesia. | Articles in languages other than English or Bahasa Indonesia. |
| Full Text Availability | Full text of the article is available and accessible. | Articles that do not have full text. |


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

| Criteria | Inclusions | Exclusion |
|---|---|---|
| Main Topics | The topic of the article directly discusses the implementation of financial accountability in public sector entities, BUMDs, or Perumda. | Articles that do not discuss financial accountability or outside the context of the public sector/BUMD/Perumda. |
| Research Focus | The article contains empirical research, case studies, or reviews of relevant literature. | Articles that focus on the definition, theoretical concepts, or importance of financial accountability without specifically addressing implementations, practices, or challenges in the field. |
| Geographic Context/Entity | The article focuses on the implementation of financial accountability in Regionally Owned Enterprises (BUMD) or Regional Public Companies (Perumda) in Indonesia. | Articles that focus on private entities or non-governmental non-profit organizations. Articles that discuss financial accountability in public sector entities that are not in the BUMD/Perumda category (e.g., central government ministries/agencies, regional offices, or SOEs). |
| Aspects Covered | The article discusses the factors driving or inhibiting the implementation of financial accountability, or examines the impacts/implications of such implementation (e.g., on performance, transparency, or public trust). | Articles that focus on the development of new models or theories, advanced audit methodologies, or financial reporting standards without including empirical analysis or case studies regarding their implementation. |


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

| Criteria | Inclusions | Exclusion |
|---|---|---|
| Governance/Control Roles | The article analyzes the role of Good Corporate Governance, internal control systems, or audits in supporting financial accountability. | |

The article selection process followed the PRISMA flow, starting with the identification and removal of duplicates. The initial identification stage resulted in 378 records downloaded from OpenAlex. A total of 16 articles were identified as duplicates and deleted, leaving 362 unique articles. The title and abstract screening process then eliminated 337 articles that were not relevant to the inclusion criteria, so that 25 articles entered the full-text assessment stage. At this stage, all 25 articles met the eligibility criteria and none were removed.

Finally, 25 articles were selected for in-depth analysis in this review. The small number of articles in the final stages demonstrates the rigor of the selection criteria applied to ensure the relevance of the study to the research focus.

Each article selected through the screening stage is then subjected to a quality assessment. The quality assessment aims to ensure the relevance and reliability of the included research findings. The assessment criteria include the suitability of the topic to the purpose of the review, the clarity of the research methods used, the clarity of the data or samples used, the clarity of the presentation of the results, and the contribution of the article to the scientific literature. Each criterion is scored between 1 (low) and 3 (high). Articles with low overall quality scores are excluded from the analysis to maintain the integrity of the findings.

The average quality score of the articles selected for this review was 3 out of 3, indicating excellent research quality and high relevance to the research objectives regarding the implementation of financial accountability. This comprehensive quality assessment ensures that only methodologically robust and substantively relevant studies are used in the synthesis of findings.

Data extraction was carried out from each selected article in a systematic manner. The key information extracted included the research objectives, methodology used, key findings related to the implementation of financial accountability, driving factors, challenges faced, and impacts or implications of the implementation. All data were extracted into a structured format to facilitate comparative analysis. Data analysis was carried out using a thematic synthesis approach. This approach involves identifying


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

patterns, recurring themes, and relationships between findings across the reviewed articles.

The thematic synthesis allows the incorporation of the results of various studies to form a comprehensive understanding of the implementation of financial accountability in public sector entities, especially Perumda and BUMD, as well as their implications. The findings of these 25 articles are then grouped based on common issues and contexts, such as the use of village financial information systems (SISKEUDES) which has been a recurring theme in several studies (Muhammad & Limba, 2025; Ningrum et al., 2025; Putri et al., 2026; Rahmawati et al., 2024; Riana & Mursyidah, 2025).

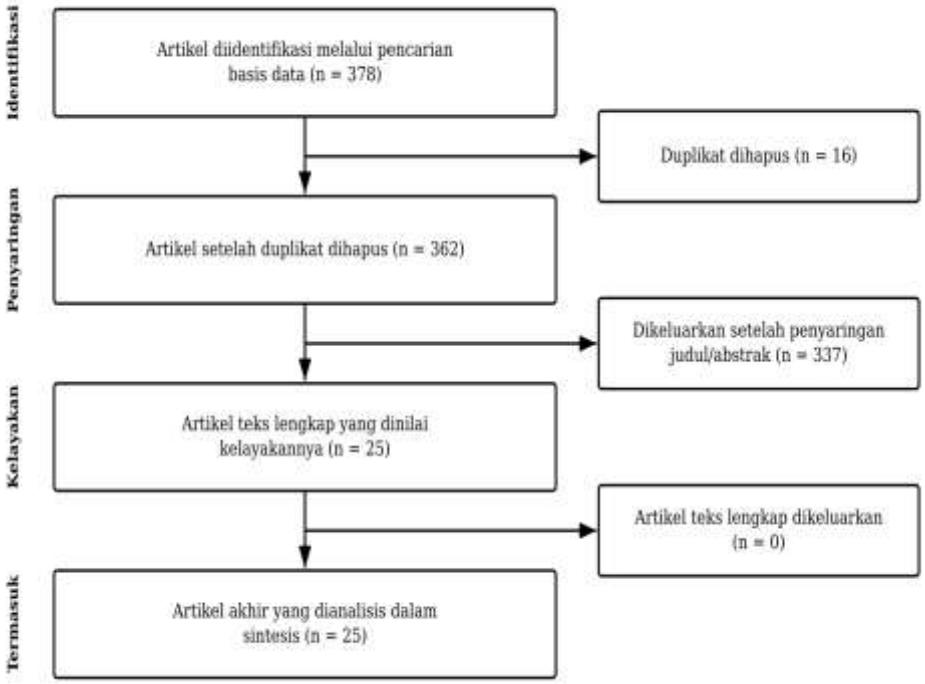



**Figure 1. PRISMA flow chart of the article selection process**

## Research Results

### 1. Article Selection Results

The article selection process in this systematic literature review began with the identification of 378 articles. After eliminating 16 duplicates, 362 unique articles remained. The title and abstract screening stage issued 337 articles because they were irrelevant. A total of 25 full-text articles were assessed for feasibility, and all of them were included in the final synthesis.


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

**2. Article Characteristics**

**Table. 2 Results**

| Aspects | Findings |
|---|---|
| Number of final articles | 25 |
| Year range | 2022–2026 |
| Dominant countries | Indonesia, Estonia, Singapore, Finland (as the case), South Africa, None |
| Dominant method | Quantitative, Qualitative, Literature review, Qualitative case studies |
| Dominant theme | Impact and Benefits of Financial Accountability, Accounting Information Systems and Reporting Mechanisms, Supporting Factors for Accountability Effectiveness |

## DISCUSSION

### 1. Impacts and Benefits of Financial Accountability

The implementation of financial accountability in public organizations, including Regionally-Owned Enterprises (BUMDs) or Regional Public Enterprises (Perumda), consistently yields a variety of significant benefits that support the achievement of organizational goals. Increased transparency and accountability in financial management are key outcomes that are widely recognized in the literature (Msindwana & Ngwakwe, 2022). This transparency allows for more effective monitoring by the public and stakeholders, while reducing the scope for corrupt practices or misuse of funds. The financial management process becomes more open, and any decisions related to resource allocation can be clearly accounted for. Public organizations further gain better operational efficiency, as accountability encourages the optimization of resource use and the reduction of waste.

Other benefits include accelerating the preparation of financial statements. An accountable accounting system allows for faster and systematic data collection and processing, minimizing delays. Improving the quality of financial information is also a crucial impact. Accurate, relevant, and timely information allows Perumda management to make more strategic and evidence-based decisions. High information quality supports internal and external oversight functions, ensuring effective and efficient audits.


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

The positive impact extends to improving employee performance through clear responsibility assignment and a transparent evaluation system, as noted in the context of local government (Rahmawati et al., 2024). Stronger supervisory capabilities, both from internal and external parties such as local governments and the Supervisory Board, are also built.

Building the trust of stakeholders, including the community, local governments, and investors, is a valuable long-term implication. An accountable Perumda is already considered more credible and reliable, facilitating greater collaboration and support. The theory of legitimacy supports the importance of accountability in maintaining the organization's "social license" to operate. Perumda Lematang Enim, as a public service entity, can gain higher social legitimacy through the demonstration of strong financial accountability practices. Improved efficiency and quality of decision-making will directly support Perumda in achieving operational and financial targets, ultimately improving the welfare of the communities served. Financial risk management is also more effective with a solid accountability system, preventing unnecessary losses and maintaining the organization's financial stability.

**2. Accounting Information System and Reporting Mechanism**

The use of modern accounting information systems (SIAs) plays a central role in supporting the implementation of effective and efficient financial accountability in public organizations, including Perumda. SIAs such as Siskeudes, SAP, PPAK, SIPD, and artificial intelligence (AI)-based solutions have proven to be highly effective in facilitating systematic and organized recording of transactions (Aldemir & Uysal, 2025). These systems significantly shorten financial reporting times, a crucial advantage in an environment that demands quick response and cutting-edge information. Data accuracy is dramatically improved, reducing human error and ensuring the integrity of financial data. Real-time financial surveillance capabilities are an essential feature offered by integrated SIAs, enabling early detection of anomalies or potential irregularities.

A well-designed SIA supports the entire accounting cycle, from transaction input to financial statement output. The existence of an integrated information system contributes significantly to the transparency of financial data, as the information can be accessed and audited more easily by authorities. The system also contributes to the streamlining of business processes by automating routine tasks and eliminating duplication of work. This optimization results in substantial cost and time efficiency, freeing up human resources to focus on strategic analysis and decision-making. The application of AI-based solutions, for example, is capable of analyzing huge volumes of transaction data, identifying unusual patterns or indicators of potential fraud with high precision, as highlighted in the context of risk management (Syachbrani, 2024).


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Perumda Lematang Enim can leverage these technological advancements to strengthen its financial accountability foundation. The right choice and implementation of SIA must be tailored to Perumda's specific needs, considering the scale of operations, transaction complexity, and resource capabilities. Investing in a robust system has not only accelerated the reporting cycle, but also improved the quality and reliability of the financial information presented to stakeholders. Improved data accuracy and real-time monitoring capabilities have strengthened public trust and enabled management to respond to financial dynamics more quickly and precisely. Studies have also shown that automated reporting systems can reduce manual workloads and improve compliance with applicable accounting standards (Asri et al., 2023), which is highly relevant for Perumda in meeting regulatory requirements.

**3. Factors Supporting Accountability Effectiveness**

The effectiveness and sustainability of financial accountability are greatly influenced by a series of internal and external factors that interact with each other. Human resource competence, integrity, and a positive attitude of financial managers are key in ensuring transparent and accountable accountability practices. Human resources who have a deep understanding of accounting standards, financial regulations, and professional ethics tend to carry out reporting tasks carefully, accurately, and responsibly (Dewi et al., 2024). Personal integrity, as a moral foundation, effectively prevents acts of corruption, fraud, or abuse of authority, building a strong foundation of trust in financial management. A positive view of accountability also encourages continuous improvement initiatives and voluntary compliance.

Strong bureaucratic support, effective communication between units and levels of management, and the active role of internal audit are other essential internal factors. A supportive bureaucracy provides a clear policy and procedural framework, ensuring every financial transaction and process is executed according to established rules. Effective communication facilitates smooth coordination and accurate exchange of information between relevant departments, preventing misinterpretations or bottlenecks in the accounting and reporting cycle. Internal audits serve as the first line of defense, identifying weaknesses in internal control systems, detecting potential irregularities, and ensuring compliance with policies and regulations. Their active role is vital in maintaining the quality of financial statements.

External factors include strong oversight by stakeholders, such as the Supervisory Board and local governments. Their active role in reviewing financial statements, requesting clarifications, and providing constructive feedback ensures that there is healthy external pressure for accountability. The Supervisory Board, for example, has a mandate to oversee Perumda's operations and finances, playing a crucial role in the governance mechanism. The application of professional ethical principles and


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

professional skepticism by external auditors also contributes significantly to maintaining the objectivity and quality of audited financial statements, increasing public trust in Perumda (Kurniawati & Mustoffa, 2024). Perumda Lematang Enim needs to focus on developing human resource capacity through comprehensive training programs, not only on technical aspects but also on instilling the values of integrity and work ethics.

The establishment of an organizational culture that upholds transparency and accountability, supported by committed leadership, has created a conducive environment. Active collaboration with the Board of Trustees and local governments has strengthened the supervisory system and ensured that Perumda operates according to public expectations.

**4. Challenges and Obstacles to Accountability Implementation**

The implementation of financial accountability in Perumda and other public organizations faces various complex challenges that can hinder its effectiveness and sustainability. The limitation of human resources is one of the main obstacles. The quality and quantity of personnel are inadequate, often exacerbated by weak integrity, and directly lead to inaccurate, late, or even manipulative financial reporting (Dhipayanti & Dewi, 2023). A lack of adequate understanding of accounting standards, professional ethics, and a lack of ongoing training, exacerbate this problem. Employees may not have the skills or technical knowledge necessary to operate a modern accounting information system or prepare complex financial statements according to established standards.

Cultural issues also emerge as significant constraints, especially in areas with strong socio-cultural contexts. For example, shifts in the meaning of 'ngayah' in some areas, which initially referred to sincere devotion, can lead to delays in reporting or a lack of urgency in meeting financial deadlines. This perception can conflict with modern accountability demands that emphasize timeliness and compliance with standards (Budiadnyana et al., 2026). Inconsistencies between existing regulations, both central and regional, and operational practices in the field also lead to friction, confusion, and potential non-compliance. Ambiguous or overlapping regulations can make it difficult for financial managers to translate and implement accountability requirements consistently.

Technical challenges accompany the adoption and utilization of advanced accounting information systems. Issues such as algorithmic bias in artificial intelligence-based systems, which can result in unfair or inaccurate financial decisions, are of serious concern. Threats to the privacy of sensitive data are also increasing with digitalization, demanding robust cybersecurity measures. The lack of integration between different systems, both internal and external, often leads to information silos and difficulties in compiling consolidated and comprehensive financial statements. Suboptimal system service quality, such as frequent technical glitches, slow response times, or user-friendly interfaces, further hinder its adoption and effectiveness, as is widely found in the


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

implementation of information systems in the public sector (Rahayu & Weny, 2026). Perumda Lematang Enim must proactively identify and address these challenges.

Increased investment in human resource capacity development through comprehensive training programs, covering technical, ethical, and cultural awareness aspects, is a top priority. Review and adjustment of internal regulations to ensure alignment with best practices and organizational culture is also essential. The selection of an accounting information system should consider integration capabilities, data security, and ease of use to minimize technical and operational constraints. Perumda also needs to establish mechanisms to mitigate the risk of algorithmic bias and ensure compliance with stringent data privacy regulations.

**5. Trends, Models, and Gaps in Accountability Research**

The trend of financial accountability research in the public sector, particularly in BUMDs or Perumda, shows the dominance of qualitative research designs. This approach allows for an in-depth exploration of complex phenomena such as stakeholder perceptions, implementation experiences, and challenges in realizing accountability (Citra et al., 2026). Qualitative research often uses case studies, in-depth interviews, and document analysis to gain a holistic understanding. The main focus of research is often directed at efforts to improve governance through the socialization of accounting standards, increasing compliance with ethical principles, and strengthening the role of internal audit as an effective oversight mechanism. Studies also show increased interest in the impact of information technologies, such as artificial intelligence (AI) and big data, on financial accountability practices.

This evolution reflects the need for public organizations to adapt to an ever-changing environment and leverage innovation to improve transparency and efficiency. Research in 2024 and 2025 shows an increased focus on the role of technology (Muhammad & Limba, 2025).

Models of accountability implementation emerging from research vary, reflecting the diversity of public organizational contexts. Some studies identify hybrid institutional models that successfully integrate local values or local culture with modern accountability principles. This approach is relevant in areas that uphold local wisdom in public administration practices (Budiadnyana et al., 2026). Another approach involves systematic planning that includes clear goal setting, appropriate resource allocation, and ongoing evaluation through internal and external audits (Syachbrani, 2024). These models often emphasize the importance of the active participation of various stakeholders, such as the Board of Trustees, local governments, and the community, throughout the implementation cycle to ensure relevance, legitimacy, and acceptance. Convergence is seen in the emphasis on the importance of strong leadership from top


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

management and the organization's overall commitment to instilling a culture of accountability.

The research gaps identified in this review highlight several areas that require further exploration. The topic of regulation, particularly regarding the impact and effectiveness of existing regulatory frameworks on Perumda's financial accountability implementation, is still not comprehensively studied. There is a need for a more in-depth empirical study of how specific regulations can be designed or tailored to maximize compliance without hindering innovation or incurring unnecessary administrative burdens. The need for further exploration of the synergy between local cultural principles and modern accountability practices is also an important gap, as touched on by research on traditional values (Dwi et al., 2022). Future research may investigate how local wisdom values can be effectively integrated into financial accountability frameworks, resulting in a more relevant and sustainable model that fits the context of Perumda Lematang Enim.

**6. Research Contributions and Gaps**

This systematic analysis makes several significant contributions to the literature on the implementation of financial accountability at Perumda, specifically relevant to Perumda Lematang Enim. This review successfully consolidates a comprehensive understanding of the benefits, challenges, and supporting factors of financial accountability in the public sector, especially BUMD/Perumda. The authors identify a clear cross-study pattern regarding the positive impact of accountability on increasing transparency, operational efficiency, and building stakeholder trust. This synthesis strengthens the argument regarding the urgency and strategic value of financial accountability implementation for the sustainability of public organizations. The emphasis on the crucial role of accounting information systems as the main enabler of accountability is also an important contribution, providing practical insights for Perumda Lematang Enim in selecting and implementing appropriate and integrated technology solutions.

A synthesis of internal (HR competence, integrity, organizational culture, internal audit) and external (stakeholder oversight) supporting factors offers a comprehensive guide for Perumda policymakers and management to design more effective and sustainable implementation strategies. The identification of challenges that include human resource limitations, cultural issues, and technical constraints provides a realistic picture of the barriers that need to be overcome. The study also highlights the dominant research methodology trends, namely qualitative approaches, and outlines various accountability models that have been successfully implemented in various contexts. Understanding these trends helps future researchers choose appropriate methodologies or explore alternative approaches, while providing an overview of the evolution of this field of study from 2022 to 2026.



Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

The identified research gaps, especially regarding local cultural regulation and synergy, open up a highly relevant future research agenda. Researchers can focus their efforts on more detailed empirical studies of the impact of specific regulations, both from the central and local governments, on accountability practices in diverse Perumda. Comparative investigations on the integration of local wisdom values in accountability systems in various regions in Indonesia are also promising. This kind of study can provide new insights into the development of more contextual, inclusive, and sustainable accountability models, in accordance with local socio-cultural characteristics. Research on the effectiveness of monitoring mechanisms by various stakeholders (RQ7) quantitatively still leaves room for further study.

Future research agendas need to consider several important aspects to deepen understanding and provide stronger recommendations. Longitudinal studies are needed to track the evolution of financial accountability implementation and its long-term impact on Perumda's performance. More robust quantitative research can test the causal relationship between supporting factors, constraints, and the level of accountability achieved, using larger data and inferential statistical methods. Exploration of the role and impact of new emerging technologies, such as blockchain, big data analytics, or robotic process automation (RPA), in improving Perumda's financial accountability and transparency is also promising, offering innovative solutions to existing challenges. Perumda Lematang Enim can use the findings of this SLR as a basis for conducting an internal assessment of current accountability practices, identifying areas for improvement, and formulating a structured strategic action plan for continuous improvement. Cooperation with research institutions and universities can facilitate the implementation of these studies, ensuring the academic relevance and validity of findings for practical application in the field, supporting evidence-based decision-making.

## CONCLUSION

The implementation of financial accountability in Regional Public Companies (Perumda) shows an increasing trend of adoption of accrual-based accounting standards, with a focus on the implementation of good corporate governance (GCG) as the main model. The articles analyzed in this systematic literature review show that the implementation of financial accountability is significantly influenced by a variety of factors, ranging from regulation to human resource capacity (Asri et al., 2023; Msindwana & Ngwakwe, 2022). The implementation of financial accountability provides substantial benefits. Transparency of corporate financial management increases, supports more informative strategic decision-making, and increases public and stakeholder trust. The emphasis on transparency and accountability in financial statements is essential to build


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

trust and prevent fraud, while facilitating sound decision-making and contributing to organizational stability (Sandy et al., 2025).

Reducing the potential for corrupt practices and improving Perumda's financial performance has also been realized. These findings are consistent with research that shows that accountability in APBD management has a positive and significant effect on employee performance (Perwiranegara & Alam, 2026). Crucial challenges still accompany implementation. The competence of human resources in the fields of accounting and finance is often not optimal. Human resource limitations are a significant obstacle found in several studies on the implementation of digital financial systems (Fajariyanto et al., 2025; Rahmawati et al., 2024).

Improving human resource competencies is crucial to ensure that the accounting system can be operated effectively, so that the data generated is accurate and reliable for decision-making and reporting purposes. Therefore, investing in training programs and human resource capacity building in the public sector is an important element to encourage accountability.

Political intervention from external parties and the limitation of adequate information technology infrastructure are serious obstacles. Studies on the effectiveness of internal audits show that internal audit staff training can be highly effective in achieving government financial control (Msindwana & Ngwakwe, 2022). Internal audit staff training helps strengthen oversight mechanisms and ensure compliance with applicable accounting standards, so that potential financial irregularities can be minimized. Resistance to changes from within the organization hinders the adaptation process, while complex regulations require continuous adjustment. Permendagri No. 20 of 2018 is an example of complex regulations, and their implementation is often not fully in accordance with assessment indicators at several stages (Syachbrani, 2024).

The digitalization-based accounting information system (SIA) is the most effective reporting mechanism, especially through the integration of the Regional Financial Accounting System (SAKD) or Government Accounting System (SAP) with real-time reporting features. The implementation of the Siskeudes application specifically has been proven to be able to increase village financial accountability and transparency (Fajariyanto et al., 2025; Ningrum et al., 2025; Putri et al., 2026; Rahmawati et al., 2024; Riana & Mursyidah, 2025). This electronic mechanism minimizes manual errors and accelerates information presentation, supported by a strong internal control system. The quality of information and the use of accounting information systems (SIA) significantly improve the company's operational performance, including the availability of timely information (Rambe et al., 2024). The adoption of modern information technology not only simplifies the accounting process, but also increases data reliability and makes it easier to supervise.



Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

The effectiveness of financial accountability implementation is influenced by a number of key factors. Internal factors include leadership commitment, human resource capacity, and a transparent organizational culture, as well as a solid internal control system.

Leadership commitment and a strong organizational culture play a role in the successful implementation of a financial accounting system, as seen in the context of traditional financial management based on local values (Budiadnyana et al., 2026; Dhipayanti & Dewi, 2023). An organizational culture that encourages transparency, ethics, and integrity is an important foundation for sustainable accountability practices. External factors include a conducive regulatory environment, local government support, and positive pressure and active stakeholder involvement. The quality of good audits in the public sector is determined by several dominant factors, including competence, independence, professional skepticism, professional ethics, motivation, and time budget pressures (Rahmawaty et al., 2023). These factors collectively determine the extent to which financial accountability can be implemented and maintained within an organization.

Various interested parties play an essential role. Perumda's management is responsible for the daily implementation and preparation of financial statements. The Supervisory Board performs supervisory functions. External auditors provide independent opinions. Local governments act as regulators, owners, and strategic policy makers.

Research related to the implementation of financial accountability in BUMD/Perumda still leaves some significant gaps. Longitudinal studies evaluating the long-term impact of policies or technology adoption are still limited. In-depth research on the specific influence of the latest information technologies (e.g., blockchain or big data) on Perumda's accountability has not been widely explored. The application of Artificial Intelligence (AI) in public sector financial accountability offers strategic opportunities for improved efficiency and transparency, but challenges such as algorithmic bias and data privacy need to be addressed (Aldemir & Uysal, 2025; Purwono, 2025). AI integration can automate data processing processes, accelerate analysis, and improve the accuracy of financial reports, but requires a robust framework for risk mitigation.

Comparative studies between Perumda with different characteristics and analysis of the effectiveness of local government policy interventions require further exploration. The specific case of Perumda Lematang Enim has not yet been the focus of empirical studies. Further research recommendations include longitudinal studies to measure the sustainability of accountability impacts.

Research can focus on the context of Perumda in developing countries. Policy-based studies can analyze the effectiveness of new regulatory frameworks. Exploring the implementation of innovative accounting technologies and their impact on transparency


Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

and reporting efficiency is an area of interest. A deeper understanding of local organizational cultural factors towards accountability practices is also urgently needed. For example, shifts in the cultural meaning of "ngayah" and the implementation of religious ceremonies can lead to delays in accountability reporting (Dewi et al., 2024). This in-depth study of local cultural dynamics can help formulate a more contextual and sustainable approach to accountability, as well as minimize friction between traditional practices and the demands of modern reporting.

## REFERENCES

Aldemir, Ceray, & Uysal, Tuğba Uçma (2025). Artificial Intelligence for Financial Accountability and Governance in the Public Sector: Strategic Opportunities and Challenges. *Administrative Sciences*, *15*(2), 58. https://doi.org/10.3390/admsci15020058

Asri, Muhammad Fadil, Damayanti, Ratna Ayu, & Nirwana (2023). The Impact of the Implementation of Accounting Standards and Government Internal Control Systems on Government Financial Accountability. Scientific Journal of Civilization Accounting, 9(1), 73–85. https://doi.org/10.24252/jiap.v9i1.38754

Budiadnyana, Kadek Supri, Kurniawan, Putu Sukma, & Diatmika, I. Putu Gede (2026). Local Wisdom and Financial Accountability in Traditional Village Governance: An Institutional Theory Approach. Research Horizon, 6(2), 975–992. https://doi.org/10.54518/rh.6.2.2 026.1130

Citra, Sofia Aulia, Aulia, Brenda Kharisma, Priyambodo, Victoria Kusumaningtyas, & Noviansyah, Indrawan (2026). Implementation of Financial Accounting Recording and Reporting (Ppak) application in improving the accountability of financial statements of BUMDes Apn Baya in North Lombok Regency. Selaparang Journal of Progressive Community Service, 10(4), 3951. https://doi.org/10.31764/jpmb.v10i4.39922

Dewi, Anak Agung Istri Pradnyarani, Sudarma, Made, Djamhuri, Ali, & Andayani, Wuryan (2024). Cultural Perspectives on Financial Accountability in a Balinese Traditional Village. Open Cultural Studies, 8(1). https://doi.org/10.1515/culture-2024-0021

Dhipayanti, Gusti Ayu Made Putri Rinjani, & Dewi, Gusti Ayu Ketut Rencana Sari (2023). Analysis of Financial Management Accountability Based on the Tri Hita Karana Concept and the Implementation of Green Accounting. Jimat (Accounting Student Scientific Journal) Undiksha, 14(04), 1091–1103. https://doi.org/10.23887/jimat.v14i04.58539

Dwi, Baiq Rosyida, Suhaedi, Wirawan, Inapty, Biana Adha, & Hudaya, Robith (2022). A Fiscal Accountability Vs Social Accountability of Village Financial Management.



Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Scientific Journal of Tata Sejuta Stia Mataram, 8(1), 88–103. https://doi.org/10.32666/tatasejuta .v8i1.305

Fajariyanto, Chosa, Setijaningrum, Erna, & Wicaksana, Cika Adhita Dewi (2025). Analysis of Village Financial Efficiency and Accountability through Siskeudes in Indonesia. Educational Journal of History and Humanities, 8(3), 3097–3110. https://doi.org/10.24815/jr.v8i3.47612

Hamzah, Hajrah, Kusumawati, Andi, & Nirwana (2024). Implementation of Public Sector Accounting in Indonesia. Journal of Accounting Sciences, 6(1), 14–24. https://doi.org/10.26618/inv.v6i1.11343

Husna, Lisa Raihanatul, Syafina, Laylan, & Anggraini, Tuti (2026). Analysis of the Application of the Local Government Information System (Sipd) in Realizing Transparency and Accountability at the Regional Finance and Revenue Management Agency (Bpkpd) of Binjai City (Centralization). Centralization, 15(3), 36–63. https://doi.org/10.33506/sl.v 15i3.5848

Kurniawati, Erna, & Mustoffa, Ardyan Firdausi (2024). Accountability for the Preparation of Financial Accountability Reports of the Ponorogo Regency KPU Adhoc Agency in the Annual General Election. Scientific Journal of Economic Management & Accounting (MEA), 8(2), 2124–2145. https://doi.org/10.31955/mea.v8i2.4298

Msindwana, Modjadji Charlotte, & Ngwakwe, Collins Chigaemecha (2022). Internal Audit Effectiveness and Financial Accountability in the Provincial Treasuries of South Africa. International Journal of Economics and Financial Issues, 12(3), 86–96. https://doi.org/10.32479/ijefi.13017

Muhammad, Sukrandi Lutfi, & Limba, Franco Benony (2025). The effect of the implementation of online systems and human resource competencies on the accountability of village financial management in Central Maluku. Indovisi Journal, 7(2), 1–10. https://doi.org/10.32698/19071208

Ningrum, Arni Tia, Handayani, Yuniorita Indah, & Ningsih, Wiwik Fitria (2025). Implementation of the Village Financial System (Siskeudes) in Supporting the Realization of Accountability and Transparency of Financial Statements in Wringinrejo Village, Gambiran District, Banyuwangi Regency. Accounting Research Research, 6(1), 126–142. https://doi.org/10.32815/ristansi.v6i1.2288

Perwiranegara, Ahmad Dirmansyah, & Alam, Iskandar Ali (2026). The Effect of the Implementation of Budget Efficiency and Accountability Policies on the Performance of Employees of the Regional Financial and Asset Management Agency of Pesawaran Regency. Al-Kharaj Journal of Sharia Financial and Business Economics, 8(3), 2155–2176. https://doi.org/10.47467/alkharaj.v8i3.11481

Purwono, Anditio Yudha (2025). Implementation of Artificial Intelligence in the Practice of Financial Application Systems at the Agency Level (Sakti). Ekoma Journal of



Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Accounting Management Economics, 4(3), 5160–5169. https://doi.org/10.56799/ekoma.v4i3.6903

Putri, Fajriyatul, Parwati, Ni Made Suwitri, & Din, Muhammad (2026). Digital Governance and Financial Accountability in Village Government in Indonesia: The Role of Systemic Implementation, Operator Competence, and Institutional Supervision on the Quality of Financial Reporting. Ekoma Journal of Accounting Management Economics, 5(4), 5550–5565. https://doi.org/10.56799/ekoma.v5i4.16442

Rahayu, Sylla Indah Ning, & Weny, Siska Yulia (2026). Implementation of Financial Management in Improving Financial Management Accountability and Transparency. Journal of Education Management (Jmp), 15(1), 78–93. https://doi.org/10.26877/jmp. v15i1.465

Rahmawati, Maretta Ayu, Krisnawati, Anggi, Nadzah, Savinathul, Widianti, Nanda Putri, & Utomo, Harun Ar Rasyid (2024). Implementation of Village Financial System Application (Siskeudes) as an Effort to Increase Village Financial Accountability in Tebel Village, Gedangan District, Sidoarjo Regency. Sustainable, 4(2), 197–210. https://doi.org/10.30651/stb.v4i2.24373

Rahmawaty, Darwanis & Syukriy Abdullah (2023). Determinants Of Audit Quality In The Public Sector. Journal Of Accounting And Auditing, 20(1), 97–118. https://doi.org/10. 14710/jaa.20.1.97-118

Rambe, Masril Tua, Surianti, Meily, & Deliana (2024). Analysis of the Implementation of Accounting Information Systems in Improving the Operational Performance of Perumda Drinking Water Nauli. Journal of Education Humanities and Social Sciences (Jehss), 7(2), 355–363. https://doi.org/10.34007/jehss.v7i2.2344

Riana, Arisma Desy, & Mursyidah, Lailul (2025). Accountability of Village Financial Management through Village Financial System Application (Siskeudes). Scientific Journal of Public Administration, 011(03), 309–321. https://doi.org/10.21776/ub.jiap.2025.011.03.4

Sandy, Khairum Nadila, Haliah, & Nirwana (2025). Transparency and Accountability in Report Management. International Journal Of Economics Social And Technology, 4(2), 61–66. https://doi.org/10.59086/ijest.v4i2.654

Syachbrani, Warka (2024). Implementation of Village Financial Management Accountability (Study on the Implementation of Permendagri 20 of 2018). Scientific Journal of Civilization Accounting, 10(1), 61–72. https://doi.org/10.24252/jiap.v10i1.48023

Widiyanto, & Utomo, Dwi Cahyo (2022). A review of research related to cooperative governance and accountability in Indonesia. Journal of Management Science and Applied Accounting (Jimat), 13(2), 103–121. https://doi.org/10.36694/jimat.v13i2.423



Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.