

IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE IN VILLAGE FINANCIAL MANAGEMENT THROUGH SISKEUDES

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Abstract: *This study aims to evaluate the application of Good Corporate Governance (GCG) principles in village financial management through the Siskeudes application in Tijayan Village. This research uses a qualitative approach method with interview, observation, and documentation techniques. The three respondents in this study were the Village Head, Village Treasurer, and Village Secretary. The results showed that GCG principles such as transparency, accountability, fairness, responsibility, and independence have been well implemented. Transparency is reflected in the delivery of financial information through village meetings, billboards, and the Si Idaman application. Accountability is reflected in clear accountability based on village meetings. Other principles were also effective due to compliance with regulations and coordination between village officials and related agencies. This study has limitations in that the data is subjective, only covers one location, and has not been equipped with quantitative data to objectively assess effectiveness and community satisfaction.*

Keywords: Good Corporate Governance, Siskeudes, Tijayan Village.

Abstrak: Tujuan penelitian ini untuk mengevaluasi penerapan prinsip-prinsip Good Corporate Governance (GCG) dalam pengelolaan keuangan desa melalui penggunaan aplikasi Siskeudes di Desa Tijayan. Penelitian ini menggunakan metode pendekatan kualitatif, yang melibatkan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi. Pendekatan kualitatif ini untuk memperoleh analisis mendalam terkait penerapan prinsip-prinsip GCG dalam pengelolaan Siskeudes. Hasil penelitian menunjukkan bahwa implementasi prinsip-prinsip GCG di Desa Tijayan melalui aplikasi Siskeudes telah berjalan dengan baik. Transparansi tercermin dari penyampaian informasi keuangan melalui musyawarah desa, baliho, dan aplikasi Si Idaman. Akuntabilitas terlihat dari pertanggungjawaban yang jelas dan berbasis musyawarah desa. Prinsip keadilan, tanggung jawab, dan kemandirian juga terimplementasi dengan baik, didukung oleh kepatuhan terhadap regulasi, etika pengelolaan, serta koordinasi yang sinergis antara aparatur desa dan instansi terkait. Penelitian ini memiliki keterbatasan pada jenis data yang bersifat subjektif karena hanya berasal dari wawancara dengan perangkat desa, dilakukan di satu lokasi, dan tidak dilengkapi data kuantitatif yang dapat menggambarkan efektivitas serta kepuasan masyarakat secara lebih obyektif.

Kata Kunci: Good Corporate Governance, Siskeudes, Desa Tijayan.

INTRODUCTION

In this period of globalization, it is important for village governments to adapt to the principles of Good Corporate Governance to ensure the achievement of standards of transparency, accountability, and increased efficiency in resource governance. Good Corporate Governance (GCG) is a system designed to organize and control a company to provide added value for stakeholders (Effendi 2016). The implementation of GCG as stipulated in the regulation of the Minister of State-Owned Enterprises Number: PER - 01 / MBU / 2011 related to the application of the principles of good corporate governance. The implementation of Good Corporate Governance is based on basic principles such as transparency, accountability, fairness, responsibility, and independence. One of the crucial tools in the implementation of Good Corporate Governance at the village level is the accounting information system in the form of Siskeudes.

The Village Financial System (Siskeudes) is an application used by villages to manage the budgeting, recording, and reporting stages of village finances. The implementation of Siskeudes is based on Regulation No. 20/2018 on village financial management. The application needs to be operated in order to fulfill the objectives of implementing Siskeudes to support the management of village funds to be cleaner, organized, effective and efficient and to achieve accountable, transparent, participatory management of village funds and to be carried out regularly and disciplined in financial management (Auliantari et al., 2022). Siskeudes automatically compiles the various reports needed, thereby reducing time and costs, the risk of deviations and errors, and facilitating overall data processing.

Research (Mercya Vagueta, 2020), in realizing and supporting good governance, especially in terms of village financial management, villages that receive village funds are required to use the village financial system application (Siskeudes). Siskeudes was released in May 2015 and began to be implemented in villages in 2016. The Siskeudes application is an electronic application used by village or kelurahan governments in Indonesia to manage village finances and administration. This application helps facilitate the process of financial registration, payment, reporting and population data management as a development program at the village level. However, the Siskeudes application often experiences problems such as errors, so that village governments have difficulty entering data related to revenue and expenditure budgets.

In recent years, the implementation of Good Corporate Governance practices has received increasing attention, not only in large companies, but also by organizations at the local level such as villages. Villages are an important unit in the local government structure and have the responsibility to manage their finances in a transparent, accountable and responsible manner. The implementation of the Village Financial System (Siskeudes) can be an effective instrument in supporting efforts to improve Good Corporate Governance. However, there is still a lack of in-depth research on how the application of Siskeudes can influence Good Corporate Governance practices at the village level.

Previous research by (Rumbayan et al., 2023), showed that the Accounting Information System of PT Pos Indonesia Manado Branch has implemented GCG

principles in the form of Transparency, Accountability, Responsibility, Independence, and Fairness. Meanwhile, research conducted by (Subhi, 2024) shows that the application of the Siskeudes application can realize good governance in Teluk Tigo Village, Cermin Nan Gedang District has only implemented the principles of transparency, accountability, and community participation. Meanwhile, research by (Wandika et al., 2021) shows that the application of GCG principles has included the principles of accountability, responsibility, and fairness. However, the principle of transparency has not been implemented optimally because information media such as websites or village social media accounts are still not functioning actively. Then this study aims to examine the application of the principles of Good Corporate Governance in supporting the optimization of the Village Financial System (Siskeudes) in Tijayan Village, Manisrenggo District. This research shows differences compared to previous studies, both in terms of the research area, the scope of Good Corporate Governance principles studied, and the focus on efforts to optimize village financial management. While previous studies tend to only discuss some GCG principles, this study specifically examines the application of GCG principles more thoroughly in the utilization of the Siskeudes application in Tijayan Village, Manisrenggo District.

The background that forms the basis of this research is how the application of GCG principles in optimizing Siskeudes in Tijayan Village. The purpose of this study is to evaluate the extent to which GCG principles are applied in village financial management through Siskeudes and to identify obstacles faced in its application. The object of this study was chosen based on the researcher's observation that the village's Siskeudes application often experienced obstacles and village officials also did not fully realize the importance of applying GCG principles in their Siskeudes application. The lack of understanding of GCG principles has an impact on the low quality of financial reports and is prone to irregularities in the management of village funds. Therefore, it is important to review village officials to understand and implement GCG principles in the use of Siskeudes in order to realize good village financial governance.

THEORETICAL OVERVIEW

Definition of Good Corporate Governance (GCG)

Corporate Governance is an internal control system in a company whose main objective is to manage important risks, in order to achieve the company's business goals. This is done through efforts to protect company assets and increase the investment value of shareholders in the long term (Efendi, 2016). The Organization for Economic Cooperation and Development (OECD) states that GCG is a series of relationships between company management, directors, and other parties who have a connection and interest in the company.

The National Committee on Governance Policy, 2004 (in Heder and Priyadi, 2017), Good Corporate Governance is a stage and structure applied by company organs to create sustainable added value for shareholders. This process still considers the interests of other stakeholders and is carried out based on applicable laws and norms. Mardiasmo (in Rosalina Ghozali and Kurnia Krisna Hari, 2017) reveals that

good governance is an approach to regulating the public interest, which emerged in response to increasing public awareness and the development of globalization.

GCG Principles

According to Sari, Al Musadieg, & Sulistyo (2018), there are generally five basic principles that form the concept of Good Corporate Governance:

- 1) Transparency, which is openness in a company, includes the implementation of the decision-making stage and openness in presenting clear information related to the company. Decree of the Minister of State-Owned Enterprises No.Kep-117/M-MBU/2002 defines transparency as openness in carrying out every stage of decision-making and openness in the delivery of material and appropriate information about the company. Thus, according to this principle, shareholders must be able to play a role in making decisions regarding fundamental adjustments to the company and be able to provide correct, accurate and timely company information. Thus, the concept of good GCG requires adequate, accurate, and timely presentation of all materials related to the company, including financial aspects, work quality, ownership structure, and corporate governance. This principle is realized by improving accountants based on accounting standards and best practices that guarantee financial reports and information
- 2) Accountability, namely accountability, clarity of functions, and implementation so that company management is carried out effectively. The Organization for Economic Co-Operation and Development (OECD) stipulates that this principle is related to the mechanism that controls the relationship between bodies within the company. The benefits, structure, mechanism, and performance accountability of the company's organs need to be clearly regulated, measurable, and aligned with the objectives of the stakeholders, so that the company's management can operate effectively.
- 3) Fairness, namely fairness and equality in the fulfillment of rights arising from stakeholders that arise in accordance with agreements and stipulated laws and regulations. In simple terms, fairness or justice refers to equal and reasonable actions in fulfilling the rights that apply to stakeholders in reference to agreements and applicable regulations. This principle of fairness needs to ensure equal treatment of related parties, especially minority and external shareholders.
- 4) Responsibility, is compliance in the management of laws, company regulations, and the principles of implementing good governance practices. The Organization for Economic Co-Operation and Development (OECD) reveals that the principle of accountability emphasizes the importance of having a clear mechanism to regulate the company's system towards shareholders and stakeholders. It aims to achieve the goals to be realized in the implementation of good corporate governance, in order to understand how to consider various parties related to the company such as the government, trade associations, etc. The principle of responsibility is also associated with the company's obligation to comply with all applicable laws and regulations, including guidelines governing the planning and presentation of the company's financial statements.

- 5) Independence, is a condition in which the company is carried out professionally without any difference of interest or intervention from any party that is contrary to the law, provisions, and principles of good corporate governance. Independence is a condition in which the company is run competently and independently, without any involvement from management that is contrary to applicable regulations and the principles of good corporate governance. To implement the principles of Good Corporate Governance, the company needs to be managed independently so that each organ of the company does not control each other and cannot be influenced by external parties. This principle determines the implementation of each organ of the company carrying out its duties and responsibilities in line with the articles of association and applicable regulations, without domination between organs and with mutual responsibility. Thus, an effective internal control system can be realized, which supports the company to prevent various obstacles and ensure the smoothness and dynamics of company activities.

Table 1. Indicators of GCG principles

No	Principles	Indicators
1	Transparency	a. Easy access to information b. Availability of information c. Policy delivery
2	Accountability	a. Implementation of accountability b. Implementation of tasks according to guidelines c. Performance measurement
3	Fairness	a. Fair management of information b. Equal access to information
4	Responsibilitas	a. Kepatuhan hukum b. Tanggung jawab sosial
5	Kemandirian	a. Independence b. Technical independence

Source: Moh. WAhyudin Zarkasyi, Good Corporate Governance in manufacturing, banking, and other financial services (Bandung: Alfabeta, 2008).

Village Financial System (Siskeudes)

The Siskeudes application was previously called the Regional Management Information System (SIMDA). SIMDA was established prior to the establishment of the village fund policy with the aim of realizing accountable financial records. In accordance with the provisions of Law No. 6/2014 on Regencies in Indonesia, BPKP developed an integrated and simple social media application that can help monitor the distribution of regional funds. Supervision in village financial management is related through the process of planning, implementation, recording, report preparation, and accountability of village finances (Wilma & Hapsari, 2019).

The Village Financial System (Siskeudes) application is a policy carried out in accordance with Regulation No. 20/2018 on the management of village funds. The application needs to be operated in order to meet the objectives of Siskeudes implementation, so that the management of village funds becomes more efficient, organized, and effective, and the achievement of accountable, open, participatory village fund governance and disciplined budget management. Since 2015, BPKP and

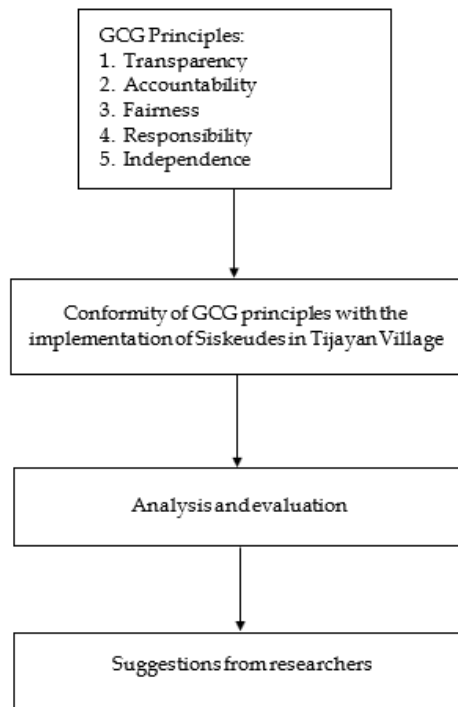
the Ministry of Home Affairs have supported the capacity building of rural equipment and rural financial exchanges based on Siskeudes through socialization. On November 27, 2015, MoHA issued SE No. 147/8350/BPD to ensure Siskeudes is provided free of charge. Counseling and business development to local government officials is implemented with APBD funding (*kominfo.go.id*).

The government, together with the Ministry of Home Affairs and BPKP, has tried to improve the accountability of village budget management by creating the Siskeudes application for better governance. Siskeudes, designed by the Financial and Development Supervisory Agency (BPKP), aims to improve the effectiveness of village financial management. The implementation of this system aims to simplify financial reporting and optimize village financial management, as well as become a guideline in ensuring compliance with applicable laws and regulations (*bpkb.go.id*).

The features in the Siskeudes application are designed to be easy and user-friendly, to make it easier for users to use Siskeudes (Hayati, 2021). The implementation of Siskeudes is expected to better support the performance of village officials, increase the effectiveness of system use, and overall improve the performance of village officials. Before using the Siskeudes application, village governments still relied on manual methods using Microsoft Word or Excel to create financial reports. However, this manual method is not very effective at this time. The Siskeudes application makes it easier for the government because the process is simpler and more efficient than using manual techniques. However, to use the Siskeudes application, government officials need a computer and network so that the application can be used. The development of the Siskeudes application aims to enable every village in Indonesia to adopt this technology as a preventive measure to avoid unexpected incidents of fraud (Indrianti et al., 2020).

The framework in this study is designed to evaluate the extent to which the implementation of Siskeudes in Tijayan Village is aligned with the principles of Good Corporate Governance (GCG). The main focus of this research is to assess the application of GCG values such as transparency, accountability, fairness, responsibility, and independence in village financial management through the system. Through in-depth analysis and evaluation of the real conditions in the field, the researcher tries to reveal the strengths and weaknesses in the implementation. The findings obtained will serve as a basis for providing constructive recommendations to improve more transparent and accountable village financial governance in accordance with GCG principles.

Figure 1. Thinking Framework



RESEARCH METHOD

This research uses a qualitative approach with a case study approach. This approach was chosen because it provides an opportunity for researchers to examine more deeply a phenomenon that occurs in the field, especially related to the implementation of GCG principles in the village financial management system using the Siskeudes application. The case study was chosen because the focus of this research is located in one particular location, namely the Tijayan Village Administrative Office where the research was conducted. The location was chosen because village officials in the area did not fully understand the importance of implementing GCG principles, despite using an application-based financial management system.

The source of data in this study is primary data obtained directly from sources with several data collection techniques, namely observation, interviews, and documentation. Observations were made directly to the activities of village officials in carrying out their duties, especially those related to financial management using the Siskeudes application. In-depth interviews involved three main informants, namely the village head, village treasurer, and village secretary, who have roles in planning, implementing, and reporting village finances. The village head provided a policy and supervisory perspective, the village treasurer conveyed the technical process of recording and inputting data into the system, while the village secretary explained the administrative and technical aspects of reporting. Through observation, the researcher can record the processes that occur in the work environment of the village apparatus. In addition, documentation was used as a complement to obtain written data related to village financial activities in Siskeudes.

As an ethical step in conducting the research, the researcher first obtained consent from the interviewees before the data collection process began. The consent was given voluntarily and based on the informants' clear understanding of the purpose, method, and use of the data collected. This informed consent procedure was implemented to protect the informants' rights, maintain comfort during the research, and ensure that participation was ethical and open. In addition, researchers also guarantee the confidentiality of the data, so that personal information and interview results are only used for research purposes and will not be shared without permission.

To test the validity of the data, this research used triangulation techniques. Source triangulation is done by comparing information obtained through various sources to identify data conformity or differences. In analyzing the data, this research follows the interactive analysis model expressed by Miles and Huberman, which consists of three stages, namely data reduction, data presentation, and conclusion making. Data were reduced by filtering and simplifying the raw data obtained from the field by focusing on information that was relevant to the research objectives. Irrelevant data was set aside to maintain the accuracy of the analysis. After that, the data that has been reduced is organized and presented in the form of narrative descriptions that describe the situation and conditions studied systematically. The final stage is in the form of drawing conclusions, where researchers review all the data that has been collected to describe the object of research.

RESULTS AND DISCUSSION

Implementation of GCG principles in Tijayan Village

Transparency

The principle of transparency or openness is a principle that prioritizes openness in determining decisions and in presenting and disclosing information relating to the company. Transparency requires openness in making decisions and in the delivery of appropriate and accurate information to the public. In an interview with Ms. Sari as the village treasurer, it was explained that although the Siskeudes application can be accessed by all village officials, access to the system is limited.

"We limit access to Siskeudes accounts and passwords to financial planning and village secretaries to avoid unwanted data changes. However, report results from Siskeudes can be read and printed as needed, for example a report on total expenditure in a particular month." (Interview result on March 7, 2025).

From this explanation, it can be concluded that access management to Siskeudes aims to maintain the security and integrity of village financial data. Even so, the results of this system can still be accessed indirectly by other parties through reports that have been printed and adjusted as needed. Furthermore, although the community does not have direct access to Siskeudes, they still receive information through official forums such as village meetings and musrenbang (development plan deliberation). This was explained by Mr. Joko Lasono as the village head:

"Community participation is done through Musdes and Musrenbang, where they receive printouts of the realization results from Siskeudes. In addition, we also put up billboards containing the allocation and budget of village funds at three points as a form of transparency." (Interview result on March 11, 2025).

The installation of billboards at strategic points in the village is an effective form of passive transparency in providing information to the wider community. In addition to these mechanisms, Tijayan Village has also developed a digital-based information system called Si Idaman. This system makes it easier for the community to access information about various village activities and budgets through a platform that can be accessed online. As explained by Mr. Agus Purwanto as the village secretary:

"Incidentally, Tijayan Village also has a website and an application called Si Idaman. From this application, villagers can access any information in the village, including the use of village funds." (Interview result on March 7, 2025).

Based on the results of the interview, it can be concluded that Tijayan Village has implemented the principle of transparency. Although the Siskeudes application cannot be accessed directly by the community, the community still obtains information through village deliberations and musrenbang. Tijayan Village has also made billboards that include the allocation of village funds and the budget. In addition, Tijayan Village has also developed an application called Si Idaman that can be accessed by the entire village community. The Si Idaman application serves to transparently display village financial information, including the APBDes and other village fund utilization. With this application, the community can directly monitor the use of funds and ensure that village financial management is in accordance with applicable regulations and agreements. This is in line with research (Mais & Palindri, 2020) that the Village Secretary applies the principle of transparency in village financial management by displaying financial information on public boards that can be accessed by villagers, and is developing a village website so that information can be accessed anywhere.

Accountability

The principle of accountability is a principle that focuses on clarifying the role and application of responsibility of company managers, so that company performance can take place in a transparent, fair, effective and efficient manner. Based on an interview with Ms. Sari, it is explained that every decision made regarding the management of village funds through the Siskeudes application has gone through village deliberations (musdes) and is adjusted to the Village Government Work Plan (RKPDes), so that every step and decision can be clearly accounted for.

"Every decision in Siskeudes can be accounted for because it has gone through musdes and RKPDes." (Interview result on March 7, 2025).

The village treasurer also said that each village apparatus that manages Siskeudes has carried out their duties in accordance with their respective job descriptions, which makes them have a clear understanding of their responsibilities in managing village financial applications and reports. Ms. Sari added:

"For Siskeudes managers, it is in accordance with their job descriptions and responsibilities." (Interview result on March 7, 2025).

In addition, the village head explained that Siskeudes is very helpful in facilitating village financial management compared to the previous manual system. This application provides convenience, efficiency, and minimal errors in the process

of recording and reporting finances. With a more structured and systematic system, the process of managing village funds becomes more effective and faster. Mr. Joko Lasono said:

"For financial management, it is easier and more efficient than the manual method, thus supporting the achievement of village development goals." (Interview result on March 11, 2025).

However, the village secretary added that the Siskeudes application still experienced technical problems, such as errors during login caused by network problems. However, this problem has been resolved by using a modem to improve signal quality. If the problem persists, the village will seek assistance from the village facilitator to provide a technical solution. Mr. Agus Purwanto said:

"Siskeudes here also still often errors when logging in due to network constraints, but now it can be resolved using a modem. If it is still not possible, we ask for help from the village facilitator to provide technical solutions." (Interview result on March 7, 2025).

From the results of the interviews, it can be concluded that the principle of accountability in the management of village funds through the Siskeudes application in Tijayan Village is very well implemented. Every decision taken regarding the management of village funds has gone through a village deliberation process and is adjusted to the RKPDs, ensuring that every step taken can be accounted for transparently and fairly to the community. The Siskeudes managers in Tijayan Village have also carried out their duties in accordance with their job descriptions, ensuring that every transaction and financial report recorded can be clearly accounted for. Although there are technical problems such as errors when logging in due to network problems, this can be overcome by using a modem, and if there are still problems, the village is ready to ask for assistance from the village facilitator to find a solution.

Overall, Siskeudes has had a positive impact on village financial management in Tijayan Village, by facilitating more systematic, efficient, and error-free financial recording and reporting. The principle of accountability that is applied ensures that every management of village funds can be accounted for effectively and efficiently. This is in accordance with research (Pujani et al., 2022), with the presence of the Siskeudes application, the entire process from planning, budgeting, management, to bookkeeping/reporting can be carried out on one platform, making it easier to present more effective and efficient reports.

Fairness

The Fairness Principle is fairness and equality in the fulfillment of the rights of stakeholders that arise based on agreements and laws and regulations. This principle emphasizes equal and fair treatment for all stakeholders, both village officials and the community, especially in decision-making and the distribution of benefits from village programs. In practice, Tijayan Village has tried to apply this principle consistently, especially in the management of the financial system through the Siskeudes application. The Tijayan Village Head said that any decision-making related to Siskeudes is done collectively and openly. Mr. Joko Lasono said:

"Decision-making in Siskeudes involves all village officials and community leaders through internal deliberations, where all officials can express their opinions." (Interview result on March 11, 2025).

The involvement of various parties in deliberations is an important effort so that village policies are inclusive and based on mutual agreement. This reflects the application of the principle of justice through equality in expressing opinions and community representation in village financial planning and reporting. However, the implementation has not been fully optimized, as there are still complaints from residents regarding limited access to information. The village secretary explained that some residents felt that they had not received sufficiently open information, especially since the information received was not in the form of raw data from the system, but only printed reports. Mr. Agus Purwanto gave a statement:

"We received complaints and inputs from villagers regarding access to information from Siskeudes that they felt was unfair, because only printed reports were provided, not raw data from the system." (Interview result on March 7, 2025).

The village treasurer also emphasized that the principle of fairness has been a reference in every decision process related to the village financial system. Ms. Sari said:

"All decision-making in Siskeudes has been based on the principles of fairness." (Interview result on March 7, 2025).

From the interview results, it can be concluded that Tijayan Village has attempted to apply the principle of fairness in village financial management through Siskeudes. Deliberations with village officials and community leaders are the main means to ensure that all parties can express their opinions and participate in decision-making. Although there are still challenges in terms of information distribution, the participatory steps that have been taken show the village's commitment to fair and equitable management for all its citizens. This is in line with research (Nurhayani, 2021), that companies operate with professionalism, free from conflicts of interest or outside influence, and comply with applicable laws and ethical business practice standards.

Responsibility

The principle of responsibility is conformity in the application of laws, company regulations, ethical values, and sound corporate principles. This principle not only demands compliance with laws and regulations, but also emphasizes the importance of honesty, responsibility, and alignment with the welfare of the community in every decision-making. In Tijayan Village, this principle has been implemented in practice through the use of the Siskeudes application as the main supporting tool in managing village finances. Based on interviews with several village officials, it is known that the management of village funds through Siskeudes has run in line with applicable legal and ethical provisions. The village treasurer explained that the process of managing village funds fully follows the rules and regulations, both from the central and local governments. Ms. Sari said:

"Yes, for the management of village funds through Siskeudes, it has complied with applicable laws and regulations." (Interview result on March 7, 2025).

Mr. Agus Purwanto also gave a statement:

"Ethics are in accordance with the corridors of the applicable rules because we are responsible for what is in Siskeudes. For example, we make decisions based on valid data, then involve village community participation for decision making, and responsibility in managing Siskeudes to ensure appropriate recording of funds." (Interview result on March 7, 2025).

The decision-making process in managing Siskeudes has taken into account ethical values and social justice. This can be seen from the decision-making process that is based on valid data, as well as the involvement of the community in village deliberations. Meanwhile, the Tijayan village head emphasized that Siskeudes has an important role in supporting social development and improving community welfare. This application helps the village to plan and distribute funds in a more targeted manner for programs that benefit the community. In addition, the publication of information through billboards is a tangible form of transparency and accountability.

Mr. Joko Lasono said:

"Siskeudes is very supportive of social development and community welfare, such as the billboards mentioned earlier." (Interview result on March 11, 2025).

Based on the interview, it can be concluded that the management of village funds through the Siskeudes application has followed the applicable legal provisions. The use of Siskeudes not only simplifies the administrative process, but also ensures that every stage of village financial management is in accordance with applicable regulations from both the central and local governments. The system is designed to comply with regulations such as Law No. 6/2014 on Villages and its implementing regulations, so that every transaction can be recorded systematically, accurately, and accountably in accordance with the RKPDes and APBDes.

In Tijayan Village, decisions made in financial management through Siskeudes are also based on ethical principles, such as honesty, openness and responsibility. Honesty is reflected in decisions made based on valid data and not manipulated. Openness is shown through the village deliberation process and community participation in decision-making. Responsibility is demonstrated by managers who ensure that village funds are used appropriately, meeting the needs and interests of the community. Siskeudes managers are fully responsible for village finances and always ensure that every expenditure and receipt of funds is clearly recorded. This is in line with research (Fizi & Helmina, 2023), suggesting that the principle of responsibility emphasizes the company's obligation to the impact of its business decisions and activities. Every decision taken always considers the welfare of the community, by ensuring that village funds are used as intended to support development that provides benefits to many parties.

Independence

The principle of independence is a condition in which the company is managed autonomously and professionally, without being influenced by conflicts of interest or pressure from any party that is not in accordance with laws and regulations, ethical values, and principles and standards that apply in the implementation of a healthy insurance business. The village treasurer said that village financial management through the Siskeudes application is carried out independently by the village

apparatus, but is still accompanied by an external party, namely the village facilitator. These assistants are tasked with inputting data into the Ministry of Finance's Om Span application, while the Siskeudes application is under the Ministry of Villages. These two applications function synergistically, complementing each other in village financial management and reporting. Ms. Sari stated:

"External parties are still involved through village facilitators who input data into the Om Span application from the Ministry of Finance, while Siskeudes is from the Ministry of Villages. So, the Ministry of Finance and the Ministry of Villages synergize with each other and cannot input alone." (Interview result on March 7, 2025).

The village secretary also mentioned that consultation and coordination with the kecamatan or the Community and Village Empowerment Office (Dispermasdes) is still carried out when facing technical obstacles that cannot be handled directly by village officials. Mr. Agus Purwanto said:

"Yes, if there are obstacles in Siskeudes and cannot be overcome by the village, we ask for help from the sub-district or Dispermasdes and consult about the problem." (Interview result on March 7, 2025).

Mr. Joko Lasono also said:

"There are times when it can be resolved by the village and there are times when we ask for help from Dispermasdes, for example like earlier, unlocking because of wrong input." (Interview result on March 11, 2025).

Based on the interviews, it can be concluded that the management and storage of information in Siskeudes involves cooperation with external parties, namely village facilitators. Village facilitators play an important role in assisting the process of inputting financial data into two applications, namely Siskeudes and Om Span. Although these two applications are closely related and interconnected in the process of village financial management, neither party can input data unilaterally without involving the other. This synergy between the Ministry of Finance and the Ministry of Villages through the Om Span and Siskeudes applications helps ensure that village funds are used efficiently and are accountable to the community and authorities. This is in line with the study (Nasution, 2021) which states that the principle of independence is applied by ensuring that each employee carries out their duties and responsibilities professionally and appropriately, without being influenced by personal interests other than for the progress of the company.

Table 2. Indicator results

No	Principles	Indicators	Results in the Field	Source of Informant
1	Transparency	a. Easy access to information	a. Siskeudes can be accessed by all	a. Village treasurer
		b. Availability of information	interested parties, but only financial	b. Village head
		c. Policy delivery	planning and the village secretary hold the Siskeudes account.	c. Village secretary
			b. Information is available in full by displaying financial	

				information on public boards that can be accessed by villagers, and is developing a village website so that information can be accessed anywhere.	
			c.	In policy delivery, although the community does not have direct access to Siskeudes, they still receive information through official forums such as village meetings and musrenbang.	
2	Accountability	a.	Implementation of accountability	a.	Every decision in Siskeudes can be accounted for because it has gone through musdes and RKPDes.
		b.	Implementation of task according to guidelines	b.	Every village apparatus that manages Siskeudes has carried out their duties in accordance with their respective job desks.
		c.	Performance measurement	c.	Siskeudes provides convenience, efficiency, and minimal errors in the financial recording and reporting process. With a more structured and systematic system, the process of managing village funds becomes more effective and faster.
3	Fairness	a.	Fair management of information	a.	Any decision making related to Siskeudes is done collectively and openly.
		b.	Equal access to information	b.	Siskeudes receives complaints and input from villagers regarding unfair access to information from Siskeudes.
				a.	Village treasurer
				b.	Village treasurer
				c.	Village head
				a.	Village head
				b.	Village secretary

4	Responsibility	<ul style="list-style-type: none"> a. Legal compliance b. Social responsibility 	<ul style="list-style-type: none"> a. The management of village funds through Siskeudes has been in line with applicable legal and ethical requirements. b. Decisions made in financial management through Siskeudes are also based on ethical principles, such as honesty, openness, and responsibility. 	<ul style="list-style-type: none"> a. Village treasurer b. Village head
5	Independence	<ul style="list-style-type: none"> a. Independent information management b. Technical independence 	<ul style="list-style-type: none"> a. The data management process in Siskeudes is conducted independently by village officials, although there is still assistance from external parties such as village facilitators. b. Consultation and coordination of Siskeudes with the sub-district or the Community and Village Empowerment Office (Dispermasdes) is carried out when facing technical obstacles that cannot be handled directly by village officials. 	<ul style="list-style-type: none"> a. Village treasurer b. Village secretary

CONCLUSION

From the research conducted, it can be concluded that the application of the principles of Good Corporate Governance (GCG) in Tijayan Village through the use of the Siskeudes application has been implemented quite well. The village government shows a commitment to managing finances in a transparent, accountable, fair, responsible and independent manner. Transparency can be seen from the delivery of financial information to the community through village meetings, billboards, and the Si Idaman application, although direct access to the Siskeudes application is limited. Accountability is demonstrated through clear accountability mechanisms, where every financial decision is based on the agreement of the village deliberation and outlined in the Village Government Work Plan (RKPDDes). The principle of fairness is realized in the decision-making process that involves all village officials and community leaders. Meanwhile, the principle of responsibility is well implemented through compliance with laws and regulations and ethical values, where all processes are based on valid data. Finally, the principle

of independence has also been implemented quite well despite the assistance from external parties, which is coordinative rather than interventionist.

This study has several limitations and implications. The data is subjective because it only comes from interviews with village officials, and the location coverage is limited to one village, so the results cannot be generalized to other areas. The study also did not include quantitative data that could provide an objective picture of the effectiveness and community satisfaction with GCG implementation in the village. The implications of this study suggest that GCG implementation at the village level can be effective if it is supported by a digital system, as well as a strong commitment from village officials and a transparent communication strategy to the community. The experience of Tijayan Village proves that Siskeudes not only serves an administrative function, but also builds public trust in the management of village funds. Therefore, this kind of practice can be applied in other villages in an effort to strengthen village financial governance nationwide. However, such success still requires improved digital literacy, technological infrastructure, and policies that encourage inclusive community participation.

To improve the implementation of GCG principles in the future, it is recommended that access to information for the community be expanded and improved through digital media that is more interactive and easy to understand. In addition, the digital literacy of village communities also needs to be improved so that they can make maximum use of applications such as Si Idaman. Further research is also needed in other villages with more diverse approaches, including quantitative methods, to provide a broader and more comprehensive picture of GCG implementation at the village level. Village governments are expected to continue to strengthen technical support and infrastructure, especially in ensuring that the Siskeudes system can run optimally and sustainably.

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