

# Analyzing Transparent and Accountable Financial Management in West Bandung Regency

Analyzing  
Accountable Financial  
Management

Asep Kurniawan

Universitas Pendidikan Indonesia; Bandung, Indonesia

E-Mail: asepkurniawan@upi.edu

3713

Ikin Solikin

Universitas Pendidikan Indonesia; Bandung, Indonesia

E-Mail: ikinsolikin@upi.edu

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## ABSTRACT

Transparent and accountable governance requires effective internal control and quality financial information systems. The purpose of this study is to examine the effectiveness of internal control in West Bandung Regency, determine the quality of accounting information in the West Bandung Regency Local Government, and assess the level of effectiveness of accounting implementation in transparent and accountable governance in the West Bandung Regency Government. The research method used by the author generally employs a descriptive-analytical approach, which involves discussing, interpreting, and writing about the research object through data collection and processing activities, followed by data analysis and the drawing of general conclusions from the issues discussed. The research results indicate that the internal control system in the West Bandung Regency Government is categorised as good in terms of the control environment, risk analysis, and control activities conducted in 2020. The quality of financial information and communication in Bandung Barat Regency is relatively good in terms of communication and information indicators, as well as monitoring of current and expected cases. The implementation of financial management in Bandung Barat Regency is categorised as very good, as seen from the indicators of current and expected financial management conditions.

**Keywords:** Accountability, Financial Management, Governance, Internal Control, Transparency.

## ABSTRAK

Tata kelola yang transparan dan akuntabel memerlukan pengendalian internal yang efektif dan sistem informasi keuangan yang berkualitas. Tujuan penelitian ini adalah untuk mengkaji efektivitas pengendalian internal di Kabupaten Bandung Barat, menentukan kualitas informasi akuntansi di Pemerintah Daerah Kabupaten Bandung Barat, serta mengevaluasi tingkat efektivitas implementasi akuntansi dalam tata kelola yang transparan dan akuntabel di Pemerintah Kabupaten Bandung Barat. Metode penelitian yang digunakan oleh penulis secara umum mengadopsi pendekatan deskriptif-analitis, yang melibatkan pembahasan, interpretasi, dan penulisan tentang objek penelitian melalui kegiatan pengumpulan dan pengolahan data, diikuti dengan analisis data dan penarikan kesimpulan umum dari isu-isu yang dibahas. Hasil penelitian menunjukkan bahwa sistem pengendalian internal di Pemerintah Kabupaten Bandung Barat dikategorikan baik dalam hal lingkungan pengendalian, analisis risiko, dan aktivitas pengendalian yang dilakukan pada tahun 2020. Kualitas informasi keuangan dan komunikasi di Kabupaten Bandung Barat relatif baik dalam hal indikator komunikasi dan informasi, serta pemantauan kasus saat ini dan yang diharapkan. Pelaksanaan manajemen keuangan di Kabupaten Bandung Barat dikategorikan sebagai sangat baik, sebagaimana terlihat dari indikator kondisi manajemen keuangan saat ini dan yang diharapkan.

**Kata kunci:** Akuntabilitas, Manajemen Keuangan, Tata Kelola, Pengendalian Internal, Transparansi.

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## INTRODUCTION

The concept of good governance has become crucial in modern public administration, driven by growing public demands for transparency, accountability, and effectiveness. Traditional governance models are seen as outdated, prompting governments to initiate reforms (Sari et al., 2020; Hausteijn & Lorson, 2022). These reforms target various sectors, particularly governance, by redefining central-regional relationships. A key focus is expanding substantive autonomy for local governments at the district and municipal levels (Putri et al., 2023; Jannah et al., 2025).

This shift toward decentralization was formalized through the enactment of Law No. 32 of 2004 concerning Regional Government, which institutionalized regional autonomy as a key component of the nation's reform agenda. The implementation of this autonomy began in earnest in early 2001. One significant implication of this law is the necessity to establish a clear framework for financial relations between the central and regional governments. Accordingly, Law No. 33 of 2004 was introduced to regulate the fiscal relationship between the two levels of government (Haryono & Jering, 2020). Under the provisions of Law No. 33 of 2004, regional governments have been encouraged to enhance their roles in economic and financial management. A critical component of this responsibility is the generation of regional revenue, which serves as a vital indicator of a region's capacity to fund its own governmental and developmental functions (Jeriansyah & Mappanyukki, 2020; Ramadhan et al., 2024). Efforts to optimize regional revenue still face obstacles such as limited sources and weak management systems, while equitable regional development requires stronger fiscal independence (Rosalia & Zulkarnain, 2020; Krah & Mertens, 2023).

To enhance local government capabilities in managing revenues, the implementation of government accounting is essential, aligning with demands for transparency and public information rights (Lala et al., 2025). Baridwan (2004) highlights that good governance requires a paradigm shift in regional financial management across budgeting, execution, and accountability. Regional financial reports, reflected in the Local Government Budget (*Anggaran Pendapatan dan Belanja Daerah/APBD*), are key to realizing this accountability. According to Halim (2004), regional governments must conduct horizontal reporting to the Regional People's Representative Assembly and the public. In this context, the government acts as an information provider to fulfill public rights. Government accounting plays a vital role in disclosing regional financial activities, fostering transparency and accountability (Fathirah et al., 2024; Sonjaya et al., 2025). Government Regulation No. 58 of 2005 introduced double-entry and accrual-based accounting to improve reliability and relevance in financial reporting, despite ongoing debates about implementation (Mardiasmo, 2002). Despite reforms, budget formulation remains weak and centralized, limiting regional innovation and contributing to public dissatisfaction with misaligned and inefficient spending (Elim & Tapatfeto, 2020; Edowai et al., 2021; Warsono et al., 2023).

Mardiasmo (2002) highlights that weak planning is worsened by local governments' limited capacity to produce complete budget realization reports, often lacking cash flow and balance sheets. Regions also struggle to sustainably raise own-source revenue, while expenditures rise, increasing fiscal imbalances. This gap risks under- or overfinancing, reducing local government efficiency (Maulidi et al., 2025; Wardana & Firmansyah, 2025). Despite the implementation of various regulations and ongoing push for government accounting reform, there remains a lack of consistency in empirical studies that simultaneously analyze the influence of internal control, accounting information quality, and government accounting effectiveness on regional financial performance. Studies by Fathirah et al. (2024) and Maulidi et al. (2025) have focused on only one variable or have not conducted in-depth research in the context of specific regional governments, such as West Bandung Regency.

The ongoing financial management needs to be analyzed further because it can be said to be vulnerable, as evidenced by the lack of local government financial reports that receive an Unqualified Opinion. For this reason, this study aims to obtain a description

of the internal control system in the West Bandung Regency government, consisting of three dimensions, namely control environment, risk assessment, control activities, information and communication, and monitoring, with five answer criteria, namely implemented very well, good, quite good, partly less good, and not good.

## **LITERATURE REVIEW**

### **Theoretical Foundation**

The concept of good governance, as emphasized by Mardiasmo (2002), forms the cornerstone of transparent and accountable regional financial management, highlighting the need for robust internal control systems to ensure efficiency and public trust. Good governance integrates principles such as transparency, accountability, and participation, which are critical for effective public administration. According to Herwanto (2007), good governance involves exercising authority in economic, political, and administrative domains to foster welfare and integrity, underpinned by nine interrelated principles, including equitable law enforcement and transparent information access. These principles guide local governments in aligning financial management with public expectations, ensuring resources are utilized efficiently and responsibly. Internal control systems, as noted by Sari et al. (2020), are vital for mitigating risks and ensuring compliance with regulations, thereby enhancing financial accountability.

Baridwan (2004) argues that effective government accounting requires a paradigm shift in regional financial management, encompassing budgeting, execution, and accountability to meet transparency demands. This shift involves adopting double-entry and accrual-based accounting systems, as mandated by Government Regulation No. 58 of 2005, to improve the reliability and relevance of financial reporting. Halim (2004) further emphasizes that regional financial reports, such as the APBD, serve as critical tools for horizontal accountability to both the Regional People's Representative Assembly and the public. These reports must reflect accurate financial activities to fulfill the public's right to information. Additionally, Herwanto (2007) underscores that transparency and accountability cannot function in isolation; they require a balanced interplay among government, business, and society to prevent dominance by any single actor, ensuring governance aligns with public welfare goals. These theoretical perspectives collectively highlight the necessity of structured internal controls and transparent financial systems to achieve good governance in regional administrations.

### **Regional Autonomy**

Indonesia entered the Regional Autonomy Era in 1999, namely starting with the implementation of Law No. 22 of 1999 (later became Law No. 32 of 2004) concerning Regional Government and Law No. 25 of 1999 (later became Law No. 33 of 2004) concerning Financial Balance between the Central and Regional Governments. The definition of regional autonomy is the freedom to act without being controlled directly by others (Ali, 2002). Local autonomy is perceived as the capacity of local units to act based on their own interest without considering the reaction of upper-level agencies. Autonomous local units are self-sufficient and have the obligation to determine local needs, goals, and resource allocation (Nagriwum et al., 2023; Adira et al., 2024).

Law Number 32 of 2004 states that: Regional autonomy is the right, authority, and obligation of autonomous regions to regulate and manage their own government affairs and the interests of the local community in accordance with laws and regulations. From the two definitions above, we can conclude that autonomous regions are required to be able to be independent in fulfilling the welfare of the people and policies issued by the government must be based on the interests of the people, and of course, the law (Duinkerken et al., 2023; Wijaya et al., 2024). The implementation of regional autonomy is rooted in a system that defines the scope of regional affairs and the delegation of authority from the central government based on specific principles (Sujamto, 1990). This system is generally categorized into two concepts: material autonomy (*materiele*

huishoudingsbegrip) and formal autonomy (formeele huishoudingsbegrip), which delineate the substance and form of authority granted to regional governments.

### **Regional Financial Management in the Era of Autonomy**

The model of regional autonomy adopted by the Indonesian government grants the widest scope of authority to local administrations. This framework allows regional governments to manage and organize all administrative matters that are not explicitly handled by the central government, as stipulated in Law No. 32 of 2004. Moreover, the implementation of regional autonomy is grounded in the principles of “real” and “accountable” autonomy (Adriana & Ritonga, 2018; Syamsuwir & Munaf, 2020). The “real” autonomy principle refers to the delegation of governmental responsibilities based on existing tasks, authorities, and obligations that are practical and have the potential to develop in line with the region's unique characteristics and capacities. Meanwhile, “accountable” autonomy implies that its execution must align with the fundamental goals of decentralization, primarily aimed at empowering regions and enhancing the welfare of the people as a core component of national development objectives (Aulia et al., 2024).

Local governments must apply good governance principles through institutional and public management reforms. Institutional reform enhances government structures and facilities, while public management reform adopts New Public Management (NPM), emphasizing performance-based budgeting, efficiency, and competitive tendering (Napan et al., 2025; Syukri & Heliza, 2025). Although several regulations were issued to support regional autonomy, legal framework weaknesses continue to cause irregularities in public fund management (Darwis et al., 2022; Desmalita & Setyadi, 2025).

According to Article 6 of Law No. 17/2003, regional financial management is part of state finance management, with governors/regents/mayors acting as regional financial authorities (Natisation et al., 2022). The implementation involves regional financial management units and apparatus heads as budget users. Management must be transparent, accountable, and adhere to the principles of economy, efficiency, and effectiveness known as value for money (Ngakil & Kaukab, 2020). These principles must apply from planning to implementation and reporting stages. The goal is to ensure that the APBD reflects the region's economic priorities and public aspirations, fostering efficient and transparent governance that supports development and community welfare (Nurcahyani & Muhammad, 2023).

### **Transparent and Accountable Regional Financial Management**

Transparency and accountability of financial reports are part of the realization of Good Governance. The United Nations Development Program (UNDP) in Mardiasmo (2002) defined Good Governance as the implementation of authority/power in the economic, political, and administrative fields to manage various state affairs at all levels, and is an instrument of state policy to encourage the creation of welfare conditions and integrity. Good governance is characterized by inclusive participation, equitable law enforcement without discrimination, and transparent access to information. It emphasizes responsiveness to public needs, consensus-building among diverse interests, and equal opportunities for welfare improvement. Efficient use of resources, accountability to stakeholders, and a strategic vision shared by leaders and the public are essential to achieving sustainable and development-oriented governance.

Referring to the Financial and Development Supervisory Agency (*Badan Pengawasan Keuangan dan Pembangunan/BPKP*) Seminar themed “Ethical Aspects in Accelerating Public Management Reform,” Hari Sabarno highlighted weaknesses in bookkeeping, supervision, and financial information systems as key issues reducing transparency and accountability, core pillars of good governance. Similarly, Herwanto (2007) emphasized that while principles of good governance vary, accountability and transparency remain essential (Gaffar et al., 2024; Pratiwi et al., 2024). However, these cannot function in isolation. Governance must balance three interdependent components: government, business, and society, to prevent domination by any one actor. Despite this ideal, the

government's role remains dominant due to the increasing complexity of public issues, requiring coordinated reform across all sectors.

## **RESEARCH METHOD**

This study employs a descriptive approach within the framework of Research and Development, utilizing exploratory methods. Rather than testing hypotheses, the research aims to present data, facts, and observable trends, which are then analyzed to propose a suitable model aligned with the intended objectives. The primary focus is to identify, analyze, and formulate a model for regional financial management that is transparent and accountable. Data were collected through interviews with program managers, participatory observations of auditing processes, and document reviews of existing financial reports. These methods allowed for a comprehensive exploration of real-time practices, capturing behaviors, situational contexts, and stakeholder perspectives within the (*Satuan Kerja Perangkat Daerah/SKPD*). The qualitative approach, grounded in naturalistic inquiry, aligns with Lincoln and Guba's (1985) principles, emphasizing descriptive reporting and flexible design to reflect the dynamic nature of governance processes.

The research process unfolded in four key stages to ensure systematic data collection and analysis. Initially, a preliminary stage identified and refined the research focus on internal control and financial transparency. This was followed by an exploration phase involving direct observations and in-depth interviews to gather insights into SKPD operations. The analysis stage involved reviewing and cross-verifying collected data with sources to ensure accuracy, while the final stage focused on reporting findings and testing their applicability for institutional improvement. Supporting instruments, such as research grids and summaries of interviews and observations, were used to organize data and map findings to key themes like control environment, risk assessment, and monitoring. These tools facilitated a structured yet adaptable approach to understanding complex financial management practices.

To enhance the study's relevance for policy development, a post-policy analysis technique, as described by McMillan and Schumacher (2001), was employed to assess long-term needs and forecast governance improvements. Data analysis was continuous, beginning with initial data interpretation and culminating in integrated descriptions of empirical findings. Comparative analysis juxtaposed these findings with ethical governance perspectives to identify gaps and propose actionable solutions. By focusing on transparency and accountability, the study provides practical insights for improving financial management in West Bandung Regency, contributing to both academic discourse and regional governance reform.

## **RESULTS**

West Bandung Regency is a regency resulting from the expansion of Bandung Regency. The expansion was motivated by the geographical conditions of the very large area of Bandung Regency (2,324.84 km<sup>2</sup>), with the location of the area surrounding the City of Bandung and the City of Cimahi. The large population adds to the strong reasons for the expansion, based on SUPAS 2002, the population of Bandung Regency is 4.3 million people. Departing from this condition on August 9, 1999, West Bandung community leaders gathered to form the West Bandung Regency Expansion Acceleration Support Forum, and finally, Law of the Republic of Indonesia No. 12 of 2007 concerning the Formation of West Bandung Regency into an Autonomous Region in West Java Province was born. To fill the temporary government, the Acting Regent of West Bandung was inaugurated, namely Drs. H. Tjatja Kuswara, SH. MH, who was later replaced by the first Regent and Deputy Regent of West Bandung Drs. H. Abubakar M.Si. and Drs. Ernawan Natasaputra, the result of direct elections, who were inaugurated on July 17, 2008 by the Governor of West Java Achmad Heriawan, Lc on behalf of the President.

**Table 1.** Control Environment (Desired Conditions and Current Conditions)

Indicator	Score (%)	Criteria
<b>Desired Conditions</b>		
Enforcement of integrity and ethical values	74.69	Good
Commitment to competence	71.25	Good
Conducive leadership	79.00	Good
Formation of organizational structure according to needs	75.42	Good
Appropriate delegation of authority and responsibility	77.50	Good
Preparation and implementation of healthy policies on human resource development	75.00	Good
Embodying the role of an effective internal government supervisory apparatus	81.25	Good
Amount	534.11	
<b>(Current Conditions)</b>		
Enforcement of integrity and ethical values	96.56	Very Good
Commitment to competence	98.12	Very Good
Conducive leadership	98.25	Very Good
Formation of organizational structure according to needs	97.50	Very Good
Appropriate delegation of authority and responsibility	95.00	Very Good
Preparation and implementation of healthy policies on human resource development	95.00	Very Good
Embodying the role of an effective internal government supervisory apparatus	95.83	Very Good
Amount	676.26	

In Table 1, at desired conditions, it can be seen that the overall control environment dimension scored 534.11% with 7 indicators, which if averaged, are at a percentage score of 76.30% and are included in the good criteria. This means that based on the results of the respondents' answers, the current conditions in the SKPD are in good condition to influence the effectiveness of internal control. Then the Head of SKPD has created and maintained a good control environment, it creates positive behavior. When viewed in each indicator, all indicators have the same category, namely the good category, but only differ in the percentage score. The lowest indicator in this control environment dimension is the indicator of commitment to competence, with a percentage score of 71.25% or a good category. This means that employees in SKPD have a good commitment to work in SKPD, and SKPD requires competence for each position/task/function to perform properly.

In Table 1, under the current condition, it can be seen that the overall control environment dimension scored 676.26% with 7 indicators which, if averaged, are at a percentage score of 96.61% and are included in the very good criteria. This means that based on the results of the respondents' answers, it shows that the expected conditions in the SKPD are an increase from the current condition, namely good conditions, based on the previous explanation, to very good conditions to influence the effectiveness of internal control. Then the Head of SKPD is expected to be able to create and maintain a very good control environment so that it creates positive behavior. Likewise, when viewed from each indicator, all indicators in the control environment dimension (expected conditions), SKPD West Bandung Regency expects a better improvement compared to the current condition.

Table 2 shows that the overall risk assessment dimension scored 143.12%, with an average of 71.56%, classified as good at current condition. This indicates that SKPD is in good condition regarding activities assessing potential events that may threaten goal achievement, including risk identification, analysis, and management. Both indicators fall under the good category, differing only in score. The lowest is risk identification (69.37%), reflecting fairly good SOPs, proper uncertainty management, and identification of risks. The highest is risk analysis (73.75%), indicating that SKPD leaders have effectively analyzed risks to determine their impact on organizational goals.

**Table 2.** Risk Assessment (Current Condition and Desired Conditions)

Indicator	Score (%)	Criteria
Current Condition	Risk Identification	69.37
	Risk Analysis	73.75
	Amount	143.12
Expected Conditions	Risk Identification	89.69
	Risk Analysis	90.00
	Amount	179.69

Table 2 shows that the overall risk assessment dimension scored 179.69%, averaging 89.84%, which falls under the very good criteria. This indicates that respondents expect improved conditions in SKPD, from good to very good, particularly in identifying, analyzing, and managing risks that may hinder goal achievement. Each indicator reflects SKPD and leadership expectations to enhance SOP implementation, risk management, and proactive actions. Leaders also aim to conduct thorough risk analyses to assess potential impacts on performance, demonstrating a strong commitment to improving risk assessment to better achieve SKPD's strategic objectives.

**Table 3.** Control Activities (Current Condition and Desired Conditions)

Indicator	Score	Criteria
Current Condition	Performance review	68.75%
	Human resource development	81.25%
	Control over information system management	70%
	Physical control over assets	77.50%
	Segregation of functions	68.75%
	Authority over significant transactions and events	71.25%
	Accurate and timely recording of transactions and events	72.50%
	Restriction of access to resources and their recording	77.50%
	Accountability for resources and their recording	81.25%
	Good documentation of SPI and significant transactions and events	76.25%
Amount	745%	
Desired Conditions	Performance review	93.75%
	Human resource development	97.50%
	Control over information system management	92.50%
	Physical control over assets	97.50%
	Segregation of functions	92.50%
	Authority over significant transactions and events	92.50%
	Accurate and timely recording of transactions and events	88.75%
	Restriction of access to resources and their recording	92.50%
	Accountability for resources and their recording	95%
	Good documentation of SPI, significant transactions, and events	93.75%
Amount	936.25%	

Table 3 shows that control activities scored 745% across 10 indicators, with performance review at 68.75%, HR development at 81.25%, and information system control at 70%, all categorized as good. Asset control, function separation, and transaction authority scored 77.50%, 68.75%, and 71.25%, reflecting effective asset use and accountability. SKPD ensures duties match staff abilities and critical events are prioritized. Documentation and access controls are implemented well. The expected future value is 936.25%, indicating a needed improvement of 191.25%. To reach this, SKPD must enhance control systems and employee performance to meet the very good criteria.

Based on Table 4, it shows that in the information and communication dimension, there are two indicators, namely providing and utilizing various forms and means of communication. For this indicator, it has a percentage value of 73.75% with good criteria. This shows that SKPD has utilized various forms of communication advice, such as policy manuals, procedures, internet sites, emails, and verbal directions. For the indicator

of managing, developing, and continuously updating the information system, with a percentage value of 77.50% it is included in the good criteria. This can control the information obtained so that it can be useful and reach the relevant parties. In Table 4, the expected conditions in the information and communication dimension are that SKPD expects to be able to improve control related to information and communication so that the output produced is in accordance with the actual event. Information is very important for the organization being run because it will affect every decision for the organization.

**Table 4.** Information and Communication (Current Condition and Expected Conditions)

Indicator		Score	Criteria
Current Condition	Providing and utilizing various forms and means of communication	73.75%	Good
	Manage, develop, and continuously update information systems	77.50%	Good
	Amount	151.25%	
Expected Conditions	Providing and utilizing various forms and means of communication	95%	Very Good
	Manage, develop, and continuously update information systems	95%	Very Good
	Amount	190%	

**Table 5.** Monitoring (Current Condition and Expected Condition)

Indicator		Score	Criteria
Current Condition	Ongoing monitoring	81.25%	Good
	Follow up on audit results and other reviews	83.75%	Good
	Amount	165%	
Expected Condition	Ongoing monitoring	93.75%	Very Good
	Follow up on audit results and other reviews	96.25%	Very Good
	Amount	190%	

Based on the results in Table 5, it is known that the results of the monitoring dimensions, both continuous monitoring indicators and non-follow-up audit results and other reviews, have values of 81.25% and 83.75% respectively, including the good criteria. This shows that SKPD has been good at carrying out continuous monitoring through routine management activities, supervision, comparison, reconciliation and other actions related to the implementation of tasks. SKPD has also followed up on the results of audits and other reviews by evaluating and studying the audit results and then providing the best solution to the findings.

The results in Table 5 shows that the monitoring dimensions in the conditions expected by all SKPDs produced high values on both indicators, which showed very good criteria. To improve these indicators, SKPDs must improve monitoring and carry out control through each SKPD employee. In addition to continuous monitoring, SKPDs also pay more attention to audit findings improve the evaluation of findings, and provide appropriate solutions.

**Table 6.** Regional Financial Management (Current Condition and Expected Conditions)

Indicator		Score (%)	Criteria
Current Condition	Regional Financial Management System	87.32	Very Good
	Realization of Regional Financial Management Implementation	78.52	Good
	Amount	165.84	
Expected Conditions	Regional Financial Management System	96.96	Very Good
	Realization of Regional Financial Management Implementation	95.79	Very Good
	Amount	192.75	

Table 6 shows that the financial management by the West Bandung Regency government achieved a total score of 165.84 with two indicators. The regional financial

management system scored 87.32, indicating very good alignment with government accounting standards. The realization of financial management implementation scored 78.52 with good criteria, reflecting community-aligned budgeting through the APBD. The expected condition score reached 192.75, with 96.96% for the financial management system and 95.79% for its realization, both categorized as very good. These results demonstrate that SKPD has implemented financial management effectively, positively impacting both internal performance and the community.

## **DISCUSSION**

The effectiveness of internal control within SKPD in West Bandung Regency demonstrates notable progress, particularly in the control environment and risk assessment dimensions. The data indicates that the current control environment has achieved an average score of 76.30% (good), with the desired future state projected at 96.61% (very good). This reflects a strong institutional commitment to reinforcing organizational integrity, ethical behavior, and functional leadership. As noted by Sonjaya et al. (2025), a robust internal control system significantly enhances local financial accountability by ensuring that administrative duties align with ethical and performance standards. The lowest indicator, commitment to competence (71.25%), highlights the need for continuous professional development and performance-based placement within SKPD units.

Risk assessment also shows improvement aspirations from a good score of 71.56% to a targeted very good score of 89.84%. This supports the findings of Sari et al. (2020), who emphasized that internal controls must be dynamic to anticipate risks that threaten performance continuity. The lowest risk-related indicator, risk identification, suggests that while SKPD has developed standard operating procedures (SOPs), there remains room to strengthen foresight and mitigation measures.

Control activities received a cumulative current score of 745% across ten indicators, with aspirations to elevate this to 936.25%. The strongest dimension currently is human resource development (81.25%), indicating SKPD's investment in capacity building. However, performance review (68.75%) and segregation of functions (68.75%) are relatively weaker areas. As Baridwan (2004) argued, effective segregation ensures transparency in financial operations, minimizing the risk of role conflicts and fraud. Therefore, SKPD must reinforce policy frameworks that delegate authority clearly and separate duties to optimize accountability.

Information and communication processes, with a current score of 151.25% and an expected improvement to 190%, reflect a growing appreciation for timely, accurate communication as a foundation for decision-making. According to Lala et al. (2025), modern financial information systems are critical in producing high-quality, real-time reports. SKPD's ability to provide and utilize various communication channels, such as internal emails, digital platforms, and policy manuals, is pivotal for policy implementation and oversight.

Monitoring mechanisms also show promise, with a current score of 165% and an expected target of 190%. Ongoing supervision and responses to audit results are pivotal elements. Nurcahyani and Muhammad (2023) emphasize that optimizing inspectorate functions can elevate the credibility of financial practices, ensuring that follow-ups to audit findings are not only responsive but preventive.

Finally, financial management performance is noteworthy. The SKPD financial management system scored 87.32% (very good), while the realization of financial implementation scored 78.52% (good), reflecting alignment with the aspirations of local communities through APBD execution. These results confirm the findings of Adriana and Ritonga (2018), who noted that transparency in financial systems significantly boosts public trust. The targeted improvement to 96.96% and 95.79%, respectively, affirms the SKPD's commitment to harmonizing regional financial policy with national standards and community expectations.

The discussion reveals a positive trajectory in internal control, where performance monitoring, risk management, and communication systems are effectively supporting transparency and accountability in public financial management. These findings support the theoretical propositions of Mardiasmo (2002) and Jeriansyah and Mappanyukki (2020) that effective governance structures, when coupled with strong internal controls and transparency mechanisms, enhance the performance and legitimacy of regional governments.

## CONCLUSION

The study's findings reveal that the internal control system within the West Bandung Regency Government in 2015 was generally implemented effectively, particularly in the dimensions of the control environment, risk assessment, and control activities, each achieving a "good" classification. Similarly, the dimensions of information and communication, as well as monitoring, also demonstrated adequate effectiveness, supporting organizational coordination and operational performance. Notably, the implementation of regional financial management stood out with a "very good" rating, reflecting both the robust alignment of financial systems with government accounting standards and the relevance of budget realization to community needs. These findings imply that West Bandung Regency has established a solid foundation for transparent and accountable governance. Practically, the study suggests the importance of strengthening human resource competency, particularly through competency-based development strategies, and improving risk identification mechanisms. Additionally, investing in the modernization of information systems and integrating communication platforms can enhance financial reporting timeliness and accuracy. Theoretically, this study supports existing frameworks that link internal control effectiveness with governance outcomes, affirming that comprehensive internal systems are vital in fostering public sector accountability and responsiveness.

However, this study is limited to data collected from 2015 and focuses exclusively on SKPD within one regency, thus limiting generalizability. Further, the assessment relies heavily on perceptions from internal stakeholders, which may not fully capture performance outcomes or community satisfaction levels. Future research should consider longitudinal or comparative studies across multiple regions to identify broader patterns in internal control maturity. Incorporating external performance evaluations and stakeholder feedback, particularly from civil society, may also enrich understanding of the real-world impacts of internal financial governance in local government contexts.

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