



**MSME GOVERNANCE AND DIGITALIZATION MODEL IN LAUWONU
VILLAGE****Sri Indriyani Rahman¹****Universitas Negeri Gorontalo, Gorontalo, Indonesia**sri.indriyani.rahman22@gmail.com**Sahmin Noholo²****Universitas Negeri Gorontalo, Gorontalo, Indonesia**sahminnoholo@ung.ac.id**Yustina Hiola³****Universitas Negeri Gorontalo, Gorontalo, Indonesia**yustina@ung.ac.id

Abstract

This study aims to analyze business governance practices and the use of digital technology in MSMEs in Lauwonu Village, Tilango District, Gorontalo Regency, and to develop a digital-based governance model relevant to MSMEs. The study used a qualitative approach with the Participatory Action Learning System (PALS) method developed by Mayouk in 2000. Data collection techniques were carried out through observation, interviews, documentation, and mentoring of six MSMEs in Lauwonu Village. Data analysis was carried out through data reduction, data presentation, and drawing conclusions/verification using triangulation of sources and techniques to maintain data validity. The results of the study indicate that MSME governance in Lauwonu Village is still not running optimally. Most MSMEs have not recorded and reported their finances routinely and systematically. Financial management is still carried out simply and some business actors still mix personal and business finances. The use of digital technology is also still limited, although some MSMEs have used Microsoft Excel and the Buku Kas application. Through mentoring activities, MSMEs began to understand the importance of financial recording and the use of digital technology in business management.

Keywords: Governance, Digitalization, MSMEs



INTRODUCTION

Micro, small, and medium enterprises (MSMEs) play a crucial role in the Indonesian economy as a key pillar of the economy, contributing approximately 60% to Gross Domestic Product (GDP) and employing over 97% of the workforce (Kementerian Koperasi dan UKM, 2022). Despite their significant contribution to employment and national income, most MSMEs still face challenges in effective financial management, particularly related to financial record-keeping, cash flow management, and the preparation of transparent financial reports (Pratama *et al.*, 2025).

Other factors that hinder MSMEs include business owners' lack of understanding of the importance of financial reports, the perception that these reports are a waste of time, inadequate capital and human resources, a lack of knowledge about technological developments, and other factors. Yet, accounting information plays a crucial role in achieving business goals, both large and small, as it serves as a basis for decision-making and business development (Noholo *et al.*, 2022).

MSMEs often lack a grasp of the basic principles of financial management, as personal and business funds are not separated, leaving them unaware of increased income or decreased capital. One weakness of MSMEs is limited capital, necessitating assistance in financial management. At a minimum, they should be able to distinguish between business income and expenses, as well as cash flow. Once MSMEs have categorized their finances, they should record them according to proper accounting procedures (Manap *et al.*, 2023).

In today's digital era, digital financial management is becoming increasingly important for MSMEs in Indonesia and around the world. Developments in information and communication technology have revolutionized various aspects of life, including the financial sector (Prabowo *et al.*, 2025). Digital financial management is the use of digital technology and specialized software to help small businesses manage their finances more efficiently and effectively (Yolanda *et al.*, 2023).

Several experts also argue that MSMEs need digital technology to improve their performance and productivity (Diansari *et al.*, 2022). Digital is a complex and flexible method that was originally manual to automatic and from everything that was complicated to concise (Widnyani *et al.*, 2021).

MSMEs in Lauwону Village play a vital role in supporting the local economy through various businesses, such as home-based culinary, small-scale trade, and handicrafts, which contribute to increased community income and employment. However, a key challenge is the low level of financial record-



keeping among MSMEs, negatively impacting overall business financial management.

Based on initial observations of six MSMEs in Lauwону Village, it was found that the level of financial record-keeping implementation is still uneven and tends to be weak. Although a small number of MSMEs have begun using Microsoft Excel or simple record-keeping applications like Buku Kas, this practice has not been implemented consistently and in a structured manner. Most businesses still rely on manual record-keeping, and some MSMEs even do not keep any financial records at all.

This situation demonstrates a low level of awareness and understanding among MSMEs regarding the importance of financial management as a basis for business decision-making. The lack of systematic financial record-keeping makes it difficult for entrepreneurs to monitor cash flow, accurately calculate profit and loss, and evaluate business performance over time. As a result, business development direction is often based solely on intuition and personal experience, rather than on valid and measurable financial information. Limited knowledge of business governance and low digital literacy are also major obstacles to implementing a more modern and efficient financial recording system.

LITERATURE REVIEW

Good Governance in MSMEs

The Grand Theory used in this research is the theory of good governance. The term good governance comes from the European parent language, Latin, namely *Gubernare* which was absorbed into English as *govern*, which means *steer (to drive, control), direct (to direct), or rule (to govern)*. According to the World Bank, Good governance is the implementation of solid and responsible development management that is in line with the principles of democracy with an efficient market, avoidance in the allocation of investment funds, and prevention of corruption both politically and administratively, implementing budget discipline and creating a legal and political framework for the growth of business activities (Soewito, 2021).

Governance in MSMEs is the application of good governance principles to improve business management, competitiveness, and sustainability. The implementation of governance mechanisms in MSMEs not only aims to improve the quality of business management but also strengthen their position in facing increasingly competitive market challenges. This is expected to make MSMEs the primary drivers of village economic development (Jaswadi, 2020).



The relevance of Good Governance theory to this research lies in the application of good governance principles in MSME business activities. This theory emphasizes the importance of five main elements or principles that reflect a good governance system: accountability, transparency, responsibility, independence, and fairness. In this study, the principles of Good Governance are evident in how MSMEs in Lauwону Village strive to manage their finances and make business decisions openly and responsibly. By implementing a digital system in financial management, MSMEs can also strengthen transparency and accountability, thereby making business activities more efficient, orderly, and sustainable

Technology Acceptance Model (TAM)

In addition to good governance theory, the Grand Theory used in this study also includes the Technology Acceptance Model (TAM). The TAM, or Technology Acceptance Model, is a theory on the use of information technology systems that is considered highly influential and is generally used to explain individual acceptance of information technology systems. The TAM model was developed to explain the behavior of information system or technology users. TAM explains individual acceptance of information technology systems using five main factors: Perceived usefulness, Perceived ease of use, Attitude toward using technology, Behavioral intention to use, and Actual technology use (Santi, 2021).

The relevance of the Technology Acceptance Model (TAM) to this study lies in understanding and explaining the behavior of MSMEs in Lauwону Village in accepting or rejecting the implementation of business digitalization, particularly in the use of simple technologies such as Microsoft Excel and digital financial recording applications.

SAK EMKM

In mid-2015, the Indonesian Institute of Accountants (IAI) developed a simpler Financial Accounting Standards (SAK) than SAK ETAP, namely SAK for Micro, Small, and Medium Entities (SAK EMKM). Several studies have also found that many MSMEs in Indonesia have not been able to prepare financial reports properly because existing accounting standards are still too difficult so they cannot be applied by MSMEs even though the requirements for recognizing and measuring assets, liabilities, income, and expenses in SAK EMKM are still based on the pervasive concepts and principles of the basic framework for preparing and presenting financial reports as we learned in the IFRS (International Financial Reporting Standards) convergence SAK (Mukoffi *et al.*, 2018).



Digitalization in MSMEs

Digitalization for MSMEs is the application of market intelligence results to develop products for MSME growth, from a technological perspective. Another definition states that MSME digitalization is an effort to change the behavior of business actors in the marketing and sales process through the use of technology (Jayanti & Karnowati, 2023).

Micro, Small and Medium Enterprises (MSMEs)

Micro, Small, and Medium Enterprises (MSMEs) are business activities that can expand employment opportunities and provide broad economic services to the community. MSMEs can play a role in the process of equalizing and increasing community income, as well as driving economic growth and contributing to national stability (Hastuti & dkk, 2021).

Participatory Action Learning System (PALS)

The PALS method is a method developed by Mayoux, this method is one of the empowerment methods within the scope of PLA (Participatory Learning and Action) (Dewi, 2023). PALS is an approach that develops participatory methods, both new and established, to build information systems that support empowerment at the local level and decision-making at the program level. In PALS, individuals and groups are encouraged to identify their own information needs and use a variety of participatory diagrams to collect relevant data. The results of the diagram discussions are then recorded in individual and group diaries, creating an accurate and easily accessible record of decisions, activities, and achievements (Mayoux, 2005).

RESEARCH METHOD

This type of research is qualitative using the Participatory Action and Learning System (PALS) method developed by Mayouk in 2000. In this study, PALS was applied to understand the condition of MSMEs in Lauwону Village while directly involving business actors in the learning and mentoring process, about the importance of digitalization to support MSME governance in Lauwону Village so that changes that occur can be seen clearly during the activity. The parts in the method are, (1) Presence of researchers, (2) Types and Sources of Data, (3) Checking Data Validity and (4) Data Analysis.

Data collection techniques consist of several parts, namely, (1) Observation, (2) Documentation, (3) Interviews and (4) Mentoring.



RESULTS AND DISCUSSION

Financial Recording Practices

The author's interviews with MSMEs (Micro, Small, and Medium Enterprises) regarding whether they record daily business financial transactions revealed that four out of six MSMEs do not. The following are responses from MSMEs who do not record their financial transactions.

"No, I'm famous for this cake, sometimes I buy it in packages, so I don't keep records. If someone orders it directly, I'm famous for it, so I don't keep records." (WL, Interview on March 4, 2026, 11:34 AM)

"First, I still kept records in December 2020, but now I don't because my income has decreased because so many people have opened kiosks, so my income has decreased." (AK, Interview on March 4, 2026, 12:23 AM)

The following are the results of interviews conducted by researchers who have conducted financial records.

"Some do it manually, some do it on a laptop, and some do it on a daily financial report." (G, Interview on March 5, 2026, 1:57 AM)

Based on interviews conducted by researchers, the majority of MSMEs do not maintain regular financial records. This is evident from several who stated that they do not record at all because their businesses are run based on orders or custom, without any administration. There are also those who previously recorded but stopped due to declining revenue. Meanwhile, only a few entrepreneurs maintain proper record keeping, either manually or using an application.

Separation of Personal and Business Finances

Here's one answer from an interview with an MSME owner in Lauwonu village who doesn't separate personal and business finances.

"No, because I spend money on shopping, so I keep my business expenses separate from my household expenses." (WL, Interview on March 4, 2026, 11:34 AM)

When researchers asked the same question to MSME owners, they found that some also separate their personal and business finances. Here's one answer from an MSME owner:

"There's a separation between personal and business needs because this is just a counter, so my daily needs are different from the shopping expenses at the counter." (G, Interview on March 5, 2026, 1:57 AM)

Based on the interviews, most MSME owners still don't separate their personal and business finances. This is evident from several owners who admitted to mixing money for household and business needs because it's become a habit or



because of declining income. Although some have attempted to separate, the practice remains inconsistent, as daily needs are still taken from business income. Only a small number of businesses have implemented a clear separation.

Preparation of Financial Reports

Researchers asked MSME owners whether they had ever prepared financial reports. Two out of six MSME owners reported having done so. The following are the interview results:

"So, I've prepared financial reports, but they're not complete yet" (AA, interview on March 4, 2026, at 12:01 AM)

"So, I have, using Excel" (G, interview on March 5, 2026, at 1:57 PM)

The interviews above indicate that most MSME owners have never prepared financial reports systematically. Of the six informants, only one MSME owner has prepared financial reports using an application like Excel, while another informant has prepared financial reports, but they are still incomplete. The remaining four informants stated that they have never prepared financial reports at all. This indicates that preparing financial reports is not yet a common practice among MSME owners.

The Importance of Financial Recordkeeping

Based on the question of how important financial recordkeeping is, MSMEs expressed positive sentiments about its importance to the sustainability of their businesses.

"It's important, because I implement it, so I think it's very important" (G, interview on March 5, 2026, at 1:57 PM)

"It's important, and for businesses like ours, there should be training so we can learn how to record it" (L, interview on March 5, 2026, at 2:08 PM)

Based on the interviews above, it can be seen that all MSMEs have a positive perception of the importance of financial recordkeeping in running a business. Informants recognize that financial recordkeeping plays a role in helping them understand profits and manage their businesses better. However, despite the high level of awareness, financial recordkeeping has not been fully implemented by all MSMEs.

Obstacles in Financial Management and Recordkeeping

Here are some answers given by MSME owners in Lauwonu village:

"I think recordkeeping is a bit difficult" (MI, interview on March 4, 2026, at 10:55 AM)

"My biggest obstacle is a lack of knowledge, and no one has ever taught me directly" (WL, interview on March 4, 2026, at 11:34 AM)



"I don't really understand how to properly record my finances, so I'm confused about where to start" (AK, interview on March 4, 2026, at 12:23 AM)

Based on the interviews above, it can be seen that MSME owners face various obstacles in managing their business finances. These obstacles include a lack of understanding and knowledge about how to properly record financial records, which makes some entrepreneurs feel overwhelmed and confused about how to get started. Furthermore, habitual factors also hinder them, as some MSME owners are not accustomed to recording their finances and rely more on memory to manage their finances. Another obstacle is limited time due to being busy running a business, so that recording is often neglected or not done routinely.

The Use of Digital Technology for Financial Management

The researcher's question about using digital technology was raised. Following the author's interviews with six MSMEs, only two had utilized digital technology in their financial management.

"Now I use the Jaga Ba Catatan Akan application. Thank God, it's so easy to use." (AA, interview on March 4, 2026, at 12:01 AM).

"Yes, I use an application for daily recording. Now I use the Buku Kas application, then at night I copy it into Excel." (G, interview on March 5, 2026, at 1:57 AM).

Based on the interviews, most MSMEs have not used digital applications for financial recording. The reasons ranged from being too busy to input data to the perception that using the applications was complicated. On the other hand, some have used applications and found them helpful because they made recording easier and more organized. Some even combined them with Excel. However, in general, the use of digital record keeping is still not widely adopted.

The Obstacle of Not Using Technology to Assist with Financial Recording

The following presents the results of interviews with each informant regarding the challenges they face in using digital technology.

"My phone doesn't support apps, so I don't use them" (MI, interview on March 4, 2026, at 10:55 AM)

"I've never been taught how to use them, so I don't know where to start" (AK, interview on March 4, 2026, at 12:23 AM)

Obstacles faced by MSMEs include limited devices, such as phones that don't support apps, and network limitations that can hinder optimal technology use. Furthermore, knowledge and skills are also key barriers, with some MSMEs



feeling confused about using apps and worried about making errors when entering data..

Readiness to Switch to Digital Systems

Researchers posed questions to MSMEs about their readiness to transition from manual bookkeeping to a digital system. The following are their responses:

"After I understood how to use Excel, I became interested in using the application" (MI, interview on March 4, 2026, at 10:55 AM).

"At first, I thought digital bookkeeping would be difficult, but it turned out to be easy, so I became interested in using it." (L, interview on March 5, 2026, at 2:08 PM).

According to the interviews, after mentoring, MSMEs began to show interest in digital financial record keeping. Initially, they considered using the application difficult and complicated, but after being explained and demonstrated directly, they felt more understanding and saw that digital bookkeeping was easier and more practical.

Perceptions of the Benefits of Digital Technology

Regarding the question of whether the use of digital technology can help improve business convenience, efficiency, or growth, the following interview results are presented with each informant regarding their perceptions of the benefits of digital technology.

"I think after the training, technology can make financial recording easier and more organized" (MI, interview on March 4, 2026, at 10:55 AM).

"My experience using this application has been very helpful and makes things easier." (G, interview on March 5, 2026, at 1:57 PM).

Based on the interview results, it can be seen that most MSMEs have a positive perception of the benefits of digital technology in supporting business activities. Informants believe that using digital applications or technology can simplify financial recording, make data more organized, and increase efficiency by eliminating the need for manual calculations. Furthermore, technology is also considered to support business development when used effectively. The Need for Support and Mentoring for MSMEs To understand the needs of MSMEs in improving financial management and the use of technology in their businesses, researchers asked the following questions regarding the types of support and mentoring needed by MSMEs:

"It would be better if there was special training, especially on using applications. Because if you learn on your own, it's sometimes difficult to understand." (WL, Interview on March 4, 2026, at 11:34 AM)



"I think there needs to be ongoing mentoring, not just a one-time thing. So that MSMEs can become more accustomed to it and not forget it quickly."
(AA, interview on March 4, 2026, at 12:01 AM)

"I think it's important to have simple and easy-to-understand mentoring so that MSMEs who aren't yet familiar with technology can learn and try it out." (L, interview on March 5, 2026, at 2:08 PM)

Based on the interviews, MSMEs generally need direct and ongoing mentoring to better understand financial management and the use of technology. They hope for specialized training, especially regarding application usage, as well as guidance on preparing accurate financial reports. Furthermore, support from the government or universities is also considered important, with simple and easy-to-understand delivery methods so that MSMEs can more quickly understand and become accustomed to it.

MSME Business Governance Practices in Lauwonu Village

The business governance practices implemented by MSMEs in Lauwonu Village are still relatively rudimentary and do not adhere to the basic principles of sound financial management. This condition aligns with research by Prabowo *et al.*, (2025) which states that financial literacy plays a crucial role in supporting business sustainability, as poor financial understanding can lead to business instability. These findings were obtained based on interviews addressing research questions 1 through 5, which covered aspects of recording financial transactions, separating personal and business finances, preparing financial reports, perceptions of the importance of record-keeping, and obstacles in financial management.

In terms of financial planning, MSMEs in Lauwonu Village generally have not developed formal plans such as budgets or clear financial targets. Business activities tend to be carried out flexibly according to daily conditions, primarily based on incoming orders or urgent needs. This pattern indicates that planning has not been recognized as a crucial part of business management, but rather is situational. As a result, MSMEs lack a clear picture of projected income, expenses, or capital needs over a specific period. This is supported by interview results, which show that most MSMEs operate without a structured plan and rely solely on day-to-day operations. Business activities tend to be flexible, responding to incoming orders or urgent needs.

In theory, according to Astuti, *et al.*, (2020) financial planning is the initial step in financial management, serving to direct the effective and efficient use of resources. The absence of this planning causes businesses to operate without a clear strategic direction and risks financial instability. This condition also has the



potential to create an imbalance between income and expenses, especially when there is a decrease in revenue or an increase in operational costs. Furthermore, the lack of planning can also hinder business development because MSMEs lack a strong foundation for making strategic decisions, such as business expansion, product additions, or long-term investments.

In terms of financial record keeping, most MSMEs in Lauwону Village do not maintain regular records. This is in line with interview results, which showed that some MSMEs only maintain simple and inconsistent record keeping, while others do not maintain any record keeping at all and rely more on memory to manage their business finances. This condition contradicts basic accounting principles, which state that every financial transaction must be recorded systematically (Elliott *et al.*, 2014). Furthermore Wahyu (2019) states that financial record keeping is part of an accounting system that functions to provide the financial information needed for business control and management.

Irregular bookkeeping will hamper internal control processes and complicate business performance evaluation. Financial recordkeeping is crucial for business owners to clearly understand their financial condition. However, research shows that most MSMEs do not maintain regular bookkeeping. This aligns with research by Ahmad *et al.*, (2023) which states that MSMEs need daily bookkeeping to accurately assess their cash flow. The inconsistencies in bookkeeping found in this study indicate low accounting awareness among MSMEs.

In terms of financial reporting, most MSMEs in Lauwону Village have not prepared systematic financial reports. Interviews showed that most informants stated they had never prepared financial reports, while some had only prepared simple and incomplete reports. This condition is inseparable from the lack of consistent record-keeping, so business owners lack sufficient data to prepare reports such as profit and loss statements or cash flow statements. In practice, MSMEs rely solely on memory or estimates to assess their business's financial condition. This indicates that financial reporting is not yet understood as an important tool in evaluating business performance, but rather is considered complicated and not urgent. MSMEs' low awareness of the importance of financial reports has resulted in business management not being carried out optimally. Some business owners still consider financial record-keeping to be unimportant in running a business (Pakaya & Wuryandini, 2022). On the other hand, the Indonesian Financial Accounting Standards (SAK) for MSMEs (SAK EMKM) expects MSMEs to be able to prepare simple financial reports that can



provide information on the financial position and performance of the business. Similarly,, Duchac *et al.*, (2017) stated that financial reports are the end result of the accounting process used as a basis for economic decision-making. Without clear financial reports, business actors will have difficulty assessing the development of their business and determining strategic steps going forward.

In terms of financial control, practices carried out by MSMEs in Lauwону Village are still relatively weak. This is evident in the large number of business owners who still mix personal and business finances. A lack of understanding of the importance of financial separation is also a contributing factor, as business owners are unaware that mixing finances can make it difficult to determine profits, control expenses, and accurately assess business development. This is in line with research by Permata *et al.*, (2026) which recommends that business owners implement simple and practical financial management, such as separating personal and business finances and maintaining financial records to support business sustainability. This condition ultimately results in less than optimal business financial management. This finding is reinforced by interview results, which showed that most informants admitted to not separating business and personal finances, and considered the combination more practical in meeting daily needs.

According to Wahyu, (2019), financial control is part of an internal control system aimed at safeguarding assets and ensuring the reliability of financial information. When business finances are not separated from personal finances, the control function will not function properly. Furthermore, (Astuti, *et al.*, 2020) also emphasized that good financial management requires a clear separation between business funds and personal funds to accurately assess financial conditions. Without this separation, MSMEs will have difficulty evaluating business performance, determining actual profits, and planning future business development.

The Practice of Utilizing Technology to Promote Good Governance Efforts for MSMEs in Lauwону Village

The use of technology to support MSME governance in Lauwону Village remains relatively low. This finding was obtained based on research results referring to questions 6 through 10, which cover the use of digital technology, obstacles in use, readiness to transition to a digital system, perceptions of the benefits of technology, and the need for support and mentoring. Most MSMEs have not yet used digital applications for financial record-keeping, even though such technology is readily available and relatively easy to access. In practice, many business owners still use manual methods or do not record records at all.



When analyzed using the Technology Acceptance Model (TAM), the low adoption of this technology is influenced by two main factors: perceived ease of use and perceived usefulness. In this study, MSMEs tended to view financial recording applications as complicated and time-consuming, resulting in low perceived ease of use. Furthermore, before receiving assistance, they did not fully understand the tangible benefits of using this technology in improving business performance. This aligns with Santi, (2021) opinion that individuals will tend to reject a technology if they perceive it as difficult to use and does not provide clear benefits.

However, a key finding in this study was a change in perception after mentoring. After providing explanations and hands-on practice, MSMEs began to understand that using financial recording applications was not as difficult as they had imagined and could actually simplify business management. This demonstrates that direct experience plays a significant role in increasing technology adoption. This is also supported by the TAM theory, which states that increased perceptions of ease and usefulness will encourage behavioral intention to use (Santi, 2021).

CONCLUSION

Based on the research results, the following conclusions can be drawn:

1. MSME governance practices in Lauwону Village are still suboptimal. MSMEs have not implemented formal financial planning, do not maintain regular records, do not prepare financial reports, and continue to mix personal and business finances. This indicates that business governance remains rudimentary and unstructured.
2. Technology utilization in MSME governance remains low due to limited understanding and the perception that technology is difficult to use. However, after mentoring, MSMEs began to understand the benefits and showed interest in using digital applications.

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