International Journal of Health, Economics, and Social Sciences (IJHESS)
Vol. 8, No. 3, 2026, pp. 2497~2501
DOI: 10.56338/ijhess.v8i3.9755
Website: https://jurnal.unismuhpalu.ac.id/index.php/IJHESS

Financial Management Analysis Of Mantikulore Sub District Palu City Government

Feriyanto Latjindung [1], Rudin[2], Muhammad Darma Halwi[3], Moh. Agus Lamakarate[4], Fadila Almahdali[5], Zakir Muhammad[6]
[1]Students of the Postgraduate Programme, Master's Programme In Management Abdul Azis Lamadjido University
[2,3,4,5,6]Lecturer Postgraduate Programme, Master's Programme In Management Abdul Azis Lamadjido University

*Corresponding author: feriyantolantjindung@gmail.com

Article Info

Article history:

Received 26 May, 2026
Revised 08 July, 2026
Accepted 25 July, 2026

Keywords:

Financial Management and Public Sector Financial Management

ABSTRACT

Mantikulore Sub District, Palu City Government, which is an important element in the Regional Government Structure and is the leading administrative Regional Apparatus Organization in implementing public policies and services. Public sector financial management includes budget planning, budgeting and allocation, control and evaluation, and reporting and auditing that focuses on accountability. The research method used is descriptive qualitative with a case study approach, which involves in-depth interviews and direct observation in Mantikulore Sub District. The results of the study indicate that the public sector financial management of Mantikulore Sub District has been implemented according to the stages of budget planning, budgeting and allocation, control and evaluation, and reporting and auditing that apply and has reflected the principles of public accountability, although it still needs to improve Human Resources and Support Systems. The recommendations from this study are the need to increase the capacity of human resources for planning and financial management through continuous training, and further increase community participation in the development planning deliberations, as well as the need to optimize the use of information systems to increase transparency and accountability.

INTRODUCTION

Financial management is often narrowly understood as an accounting activity that falls exclusively within the remit of the finance department, whereas its scope is far broader and encompasses the entire organisational process of raising, allocating and utilising resources in an effective, efficient and accountable manner. In the public sector, this concept is realised through a series of processes from planning, budgeting and management to control and reporting relating to the resources under the Government's control, with the ultimate aim of ensuring that the state budget is managed efficiently and accountably to support development and public services (Bastian Lubis, 2024). The normative foundation is quite robust: Articles 293 and 330 of Law No. 23 of 2014 on Regional Government are elaborated upon in Government Regulation No. 12 of 2019 on Regional Financial Management, which reaffirms the principles of orderliness, efficiency, economy, effectiveness, transparency and accountability (Article 3(1)), and are further elaborated in Minister of Home Affairs Regulation No. 77 of 2020, which comprehensively regulates the management structure and the local government financial cycle. This regulation provides broad powers to local governments to manage public finances in accordance with the principle of regional autonomy, whilst sub-districts occupy a strategic position as frontline administrative units that not only perform a coordinating role but also directly manage development activities funded by the government budget. The Mantikulore sub-district exemplifies this urgency in concrete terms: as the largest area in Palu City, accounting for 52.35 per cent of the city's total area, and the centre of the highest population growth and economic activity (Palu City BPS, 2024), the complexity of public services in this sub-district demands planned, systematic and accountable financial management to ensure that development programmes are on target.

Ironically, the existence of comprehensive regulations and systems does not necessarily correlate with the quality of implementation on the ground. The evaluation report by the Palu City Inspectorate for the period 2023 to 2025 consistently identified inconsistencies between the initial planning documents namely the Budget Work Plan (RKA), which was drawn up following the consultation process at the Development Planning Forum (Musrenbang) and the Budget Implementation Document (DPA) that comes into effect a discrepancy stemming from the mechanism for allocating indicative budget ceilings by the Local Government Budget Team (TAPD). This issue is exacerbated by limited public participation in the Musrenbang restricted to just 50 to 70 people per sub-district a weak internal oversight system, and a shortage of competent human resources capable of translating financial management principles into operational practice. These empirical conditions indicate a structural gap between normative concepts and the reality of implementation, which in turn constitutes a key analytical gap for this study. Drawing on public sector financial management theory, which emphasises the integration of budget planning, budgeting and fund allocation, control and evaluation, as well as reporting and auditing (Bastian Lubis, 2024), This study aims to examine these four stages in their entirety and in their interrelationships in contrast to previous research, which generally focused only on one stage in isolation, whether planning or budget implementation alone. It is this research gap that forms the basis for the study entitled 'Analysis of Financial Management in Mantikulore Sub-district, Palu City Council', which employs a qualitative descriptive approach through observation, interviews and analysis of financial planning documents. Theoretically, this study is expected to enrich the literature on the application of public financial management at the sub-district level; in practical terms, its findings can serve as a basis for improving the planning, budgeting, control and reporting systems for both the Palu City Council and Mantikulore Sub-district.

RESEARCH METHODS

This study employs a qualitative descriptive approach, namely a design aimed at gaining an in-depth understanding of a phenomenon without seeking to test cause-and-effect relationships between variables (Sugiyono, 2018). The descriptive approach was chosen because its primary aim is to provide an objective picture of the subject under study as it actually exists in the field (Arikunto, 2011), whilst the qualitative dimension allows the researcher to explore the meaning, context and dynamics of financial management that cannot be fully reduced to figures. The research was conducted at the Mantikulore Sub-district Office, Palu City Council, over a period of sixty days from March to May 2026. Informants were selected using purposive sampling, which involves selecting respondents based on specific criteria relevant to the research focus (Siregar, 2010), including competencies in management and programme planning, as well as a minimum of one year's service within the Mantikulore Sub-district Government. Based on these criteria, this study involved seven informants who were civil servants, comprising two key informants namely the Sub-district Head as the Budget User and the Sub-district Secretary as the Financial Administration Officer as well as five additional informants, including the Technical Activity Implementation Officer, the Expenditure Treasurer, and the Planning and Reporting Officer. This composition of informants was designed to ensure that the data collected represents the entire financial management cycle, from budget authorisation to technical implementation in the field.

The data in this study consists of qualitative data sourced from interviews with informants, as well as quantitative data in the form of official documents and reports approved by the Mantikulore Sub-district Government. In terms of source, primary data was obtained directly from informants' responses during the interview process, whilst secondary data was compiled from planning and budgeting documents such as the Strategic Plan, Work Plan, Local Government Work Plan, Budget Work Plan, and Budget Implementation Document. Data collection was carried out using three complementary techniques, namely observation to systematically observe and record phenomena arising at the research site (Sugiyono, 2016), face-to-face interviews with informants to elicit in-depth information (Sambas & Maman, 2017), as well as documentation of archives, reports and regulations relevant to the research subject. Furthermore, data analysis drew upon the interactive model of Miles and Huberman, as cited in Faisal (2013), which took place simultaneously with the data collection process through four intertwined stages: data reduction, data presentation, and drawing conclusions and verification. During the reduction stage, data that were initially presented separately across stages are summarised and integrated so that patterns and trends can be identified more clearly. The data presentation stage then interprets the meaning behind the interview findings, whilst tentative initial conclusions are repeatedly verified until propositions with a strong argumentative basis are obtained. Through this series of procedures, this study is expected to produce a comprehensive and valid picture of financial management practices at the sub-district level.

RESULTS AND DISCUSSION

The financial management process in Mantikulore Sub-district begins with the Development Planning Consultation (Musrenbang) mechanism, which involves the Village Government, Regional Government Agencies, community organisations and the public, with the aim of aligning bottom-up programme proposals.This situation continues during the budgeting and fund allocation stages via the Local Government Information System (SIPD), where the indicative ceilings set by the Local Government Budget Team (TAPD) are often disproportionate to the initial amounts proposed in the Work Plan (Renja), resulting in significant budget reductions throughout the process

from consultation to the finalisation of the Budget Implementation Document (DPA). This phenomenon indicates a structural gap between the participatory planning mechanisms mandated by regulations and the reality of local fiscal constraints. These findings are consistent with the research results of Nur Inza, Agus Surya Dharma, and Ahmad Baihaqi (2024), which revealed that financial management performance in Muara Komam Sub-district is also hampered by budget ceiling restrictions at the planning and budgeting stages. It can therefore be concluded that the issue of limited indicative ceilings is not merely a local problem specific to Mantikulore Sub-district, but rather a general pattern inherent in the fiscal authority relationship between the sub-district government and the regional budget team, which in turn calls for a reorganisation of the allocation scheme so that the community's aspirations are accommodated more proportionately.

During the control and evaluation phase, Mantikulore Sub-district has carried out regular monitoring monthly, quarterly, half-yearly and annually which serves to ensure alignment between planned and actual activities, whilst also providing a reference for the formulation of programmes for the next period. However, this study found that the low level of awareness amongst Technical Activity Implementation Officers (PPTK) and financial management staff regarding the preparation of Accountability Reports (SPJ) in accordance with the cash budget schedule, combined with limited cash allocations from the Regional Financial and Asset Management Agency (BPKAD), poses a significant obstacle to the optimal implementation of the budget. This situation correlates with the findings of Matilda Arnista Ja'o (2023), who highlighted that accountability for budget implementation at the Waigete Sub-district Office has not been optimal due to a lack of human resource capacity in the application of accrual-based accounting and the use of information technology. Meanwhile, in terms of reporting and auditing, Mantikulore Sub-district has utilised the eMAP application an innovation introduced by Palu City Council to standardise cash budget inputs and expenditure reports although delays in accountability by the Technical Implementation Unit (PPTK) continue to result in sub-optimal cash flow. Despite these constraints, full support for the audit process by the Regional Inspectorate and the Supreme Audit Agency (BPK) as evidenced by the readiness of documentation, clarity in explaining budget utilisation, and the speed of follow-up on findings has successfully maintained a 'good' and 'satisfactory' rating for three consecutive years. This achievement demonstrates that formal accountability has been established relatively strongly, although technical and operational aspects at the control stage still require strengthening of human resource capacity.

The challenges faced in the financial management of Mantikulore Sub-district can be categorised into two interrelated dimensions: internal and external challenges, which together constitute systemic barriers to effective budget management. In the internal dimension, limitations in both the quantity and competence of human resources in the financial sector are at the root of the problem, with far-reaching implications, given that local financial management requires technical expertise ranging from planning to reporting; this situation is exacerbated by an understanding of regulations that is not fully up to date amidst the dynamic changes in local financial policy, as well as limitations in supporting infrastructure such as equipment and networks which affect the efficiency of data entry. On the external front, policy changes from both central and local government often necessitate revisions to planning documents that have already been drawn up, whilst sub-optimal coordination between local government agencies leads to information asymmetry and data delays. The fact that public participation in planning forums remains limited further reinforces this pattern, as the aspirations emerging at grassroots level are not fully incorporated into formal planning documents. This series of constraints reveals a clear cause-and-effect relationship: limitations in internal human resource capacity slow down the response to external policy dynamics, whilst a lack of public participation reduces the substantive legitimacy of a planning process that is, in principle, designed to be participatory. The interaction between these two dimensions of constraints ultimately confirms that improvements to public sector financial management at sub-district level cannot be achieved in isolation, but require simultaneous intervention to strengthen internal capacity and improve inter-institutional coordination mechanisms.

In terms of accountability, Mantikulore Sub-district's performance has shown a consistent positive trend, as reflected in its Government Agency Performance Accountability System (SAKIP) assessment, which improved from a 'BB' rating with a score of 72.40 in 2023 to an 'A' rating with a score of 80.35 in 2024, and was successfully maintained at a score of 80.50 with the same rating in 2025. This upward trend serves as an empirical indicator that the implementation of internal control systems, the preparation of financial reports based on Government Accounting Standards (SAP), the conduct of audits by the Inspectorate and the State Audit Board (BPK), and the follow-up on audit findings have proceeded with relative consistency, although there is still room for improvement in the quality of reporting and the reliability of the financial information system. These findings empirically reinforce the concept of public accountability put forward by Romzek and Dubnick (1987), who define accountability as the obligation of public officials to be accountable to the public for the results of their duties and the use of public resources. These findings are also consistent with the results of a study by Prasetyo Hendrianto et al. (2025) on the influence of accountability and transparency on the management of village fund allocation in Marbau Sub-district, which concluded that the application of accrual-based accounting has reached a fairly high level of implementation but still faces challenges regarding the quality of reporting and the reliability of the financial information system a pattern that consistently emerges in the context of Mantikulore Sub-district as well. A synthesis of these three sub-focuses of the research processes, constraints and accountability confirms that the

effectiveness of public sector financial management at sub-district level is in fact predicated on the interplay between the strengths of formal accountability systems and the weaknesses in operational capacity on the ground; a finding that forms the basis for the formulation of policy recommendations in the concluding section of this study.

CONCLUSION

Public sector financial management in Mantikulore Sub-district can be said to have been implemented effectively. This is evidenced by the results of interviews with all informants in this study.

This initial process proceeded smoothly, in accordance with the provisions of the Constitution, from the Musrenbang (Regional Development Planning Consultation) process through to the finalisation of the DPA (Budget Allocation Plan). In principle, this process can be considered to have been carried out fairly well.

This stage involves the process of translating the work plan into a budget or RKA to encompass all programmes, activities and sub-activities that address operational needs (at sub-district level), regional development priorities and public service requirements, all of which must be aligned with the region's financial capacity. During this process, the region's financial constraints posed a challenge in accommodating the proposals and aspirations of the community and the activities of the Mantikulore Sub-district Government.

The monitoring phase is carried out to ensure that budget implementation is proceeding in accordance with the established plan, in line with the cash flow plan and programme objectives, which must meet their performance targets. The evaluation phase serves to measure the programme's level of success and to identify any obstacles encountered during the implementation of activities. It can be concluded from this process that a lack of cash reserves and delays in cash flow at the outset were the main issues in Mantikulore Sub-district, although by the end of the period implementation proceeded smoothly.

Mantikulore Sub-district compiles financial and performance reports as a means of accountability for budget utilisation, and audits are carried out by internal auditors and external bodies to ensure that budget utilisation complies with applicable regulations and is transparent, accountable and justifiable to the public. It can be concluded from this process that Mantikulore Sub-district has implemented the laws and regulations relating to reporting and auditing very well and in a responsible manner.

The constraints on public sector financial management in Mantikulore Sub-district are: (a) inadequate budgetary provisions; (b) resource and technical constraints; (c) changes in central and local government policy; and (d) a lack of community participation in the Musrenbang forums. It was concluded from this process that there is an insufficient budget allocation to accommodate proposals for the planning and implementation of training and technical guidance for civil servants who are directly involved in programme planning and financial processes.

The level of accountability implemented by Mantikulore Sub-district has applied the principles of public accountability, namely: (a) the implementation of an internal control system; (b) the preparation of financial statements in accordance with SAP; (c) the best possible results obtained from inspections and audits by the Inspectorate and the State Audit Agency (BPK); and (d) follow-up corrective actions based on audit findings. It is concluded from this process that the Mantikulore Sub-district Government has performed well. This is evident from the results of the LHE and LHP over the last three years, which have been rated 'Good' and 'Satisfactory'.

SUGGESTION

To the leadership of the Mantikulore Sub-district OPD: to enhance the capacity of civil servants involved in planning and finance through education and training activities.

The Palu City Government is advised to allocate operational budgets to sub-district OPDs in accordance with the sub-district's operational needs, particularly for training programmes. This will ensure that education and training programmes at the sub-district level can be implemented effectively. During the Palu City Government's development planning meetings (Musrenbang), the Technical Implementation Team (TAPD) should pay greater attention to the community's proposals and aspirations, so that the community's basic needs are met and the level of community participation in the following year's activities is further increased.

Future researchers are encouraged to build on this study by examining public sector management at the sub-district or neighbourhood level, with a greater focus on planning, so as to provide more accurate and comprehensive information.

BIBLIOGRAPHY

Achmad, Mansyur & Zubakhrum, Muhammad Baharuddin. 2024. Administrasi Pemerintahan Daerah. Askara Satra. Jawa Timur.

Arikontu, Suharsimi. 2011. Prosedur Penelitian-Suatu Pendekatan Praktek. Rineka Cipta. Edisi Revisi III. Jakarta.

Bastian Lubis, (2024). Manajemen Keuangan Sektor Publik. Widina Media Utama.

Faisal, Sanapiah. 2013. Pengumpulan dan Analisis Data dalam Penelitian Kualitatif. Raja Grafindo Persada. Jakarta.

Giantoro Pamungkas, Pustika Ayuning Puri, Deri Yanto, (2022). Pengaruh Audit Internal dan Akuntabilitas Sektor Publik terhadap Kualitas Penyejian Laporan Keuangan dalam Mengelola Alokasi Dana Desa di Kecamatan Pontang Tahun 2022. Al-kharaj Jurnal ekonomi keuangan dan bisnis syariah.

Hartini (2024) Manajemen Keuangan (Teori, Analisis dan Aplikasi). CV. Media Sains Indonesia. Bandung.

Ja'o, Matilda Arnista (2023) Analisis Pengelolaan Administrasi Keuangan Dan Anggaran Pada Kantor Camat Waigete. Other thesis, Universitas Nusa Nipa

Maman Abdul Rahman. Sambas, Ali Muhidin. 2017. Analisis Korelasi, Regresi dan Jalur Dalam Penelitian. CV. Pustaka Setia. Jakarta.

Ma'virroh, M. N. (2025). Analisis kinerja keuangan dinas ketahanan pangan Provinsi Jawa Tengah tahun anggaran 2022–2024 berdasarkan konsep Value for Money. Repository Unissula.

Meckling, William H & Jensen, Michael J (1976). Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure. Journal of Financial Economics, 3 (4), 5.

Nur Inza Andini, Agus Surya Dharma, Ahmad Baihaqi (2024). Kinerja Pengelolaan Keuangan Pada Kantor Kecamatan Muara Komam Kabupaten Paser.

Prasetyono Hendrianto, Lukman Hakim Sangapan, Atik Budi Paryanti, Adhe Haymans Manurung, Amran Manurung (Jurnal, 2025). Akuntansi Sektor Publik di Indonesia : Kajian Sistematis atas Transparansi dan Akuntabilitas Keuangan Pemerintah

Ramadani, (2025). Pengaruh Akuntabilitas dan Transparansi Terhadap Pengelolaan Alokasi Dana Desa Di Desa Tubiran Kecamatan Marbau Kabupaten Labuhan Batu Utara.

Romzek, B. S., & Dubnick, M. J. (1987). Accountability in the publik sector: Lessons from the Challenger tragedy. Publik Administration Review, 47(3), 227–238

Sugiyono. 2016. Metode Penelitian Kuantitatif, Kualitiatif dan R&D Cetakan ke 6. Penerbit CV. Alfabeta. Bandung.

Sugiyono. (2022). Metode Penelitian (Kuantittaif, Kualitatif, dan R&D) (Cetakan 27). Alfabeta Bandung.

Suyatna Rahmat. (2021). Evaluasi Pengelolaan Keuangan Desa Di Provinsi Banten (Studi Kasus Kabupaten Serang).

Terry, George R. Asas-Asas Manajemen. Penerjemah: Winardi. Bandung: PT. Alumni. 1986.

UNDP. (1997). Governance for Sustainable Human Development. New York: United Nations Development Programme.

Undang-undang Negara Republik Indonesia Nomor 23 Tahun 2014 Tentang Pemerintah Daerah

Peraturan Pemrintah Negara Republik Indonesia Nomor 12 Tahun 2019 Tentang Pengelolaan Keuangan Daerah

Peraturan Menteri Dalam Negeri Republik Indonesia Nomor 77 Tahun 2020 Tentang Pedoman Teknis Pengelolaan Keuangan Daerah